EMPLOYMENT EQUITY PROGRAMS

IN THE PUBLIC SECTOR

A SURVEY REPORT

Public Sector Programs Unit
Consultative Services Branch
Ontario Women's Directorate

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FOREWORD

The Ontario Women's Directorate (OWD) is a central advocacy agency within the Ontario government. Through policy development and review, program coordination, consultation, and public education, the directorate works to enable the government to achieve its commitment to the economic, legal and social equality of women in Ontario.

As part of its efforts to promote economic equality the directorate through its Consultative Services Branch provides a range of consulting services to private and public sector employers including the coordination of an Employment Equity Incentive Fund for public sector employers. This fund was established in 1984, in order to encourage public sector organizations such as universities, school boards, municipalities and hospitals to introduce employment equity programs for women. Colleges were added in 1986. To date, a total of 320 organizations have received incentive funding to develop equity initiatives. In addition, others which did not receive incentive funding have also introduced and developed employment equity programs and a range of supporting initiatives.

In an effort to gain an overview of progress made in introducing and developing employment equity programs in the public sector, the OWD launched a survey of employment equity program coordinators in March 1988. This report contains the results of the survey.

In presenting this report, we hope that the employment equity program coordinators, employment equity committee members and other persons involved in the employment equity field will gain some insight into the status of employment equity programs in the public sector. The report also provides an opportunity to learn from the barriers experienced in introducing the programs, the suggestions made in overcoming these barriers and achieving positive changes.

We would appreciate any written feed back on the findings of this report and its usefulness for those involved in employment equity programs in the public sector. Please direct your comments to:

Manager
Public Sector Programs Unit
Consultative Services Branch
Ontario Women's Directorate
480 University Ave., 2nd Floor
Toronto, Ontario
M5G 1V2

EXECUTIVE SUMMARY

This is a report on the Pre-Evaluation Survey of Employment Equity Programs in the Public Sector organizations, conducted by the Ontario Women's Directorate (OWD) in the spring of 1988. The purpose of the survey was to obtain descriptive data on how employment equity programs were being introduced and developed in public sector organizations.

In this report the term public sector is used to denote those organizations which are fully or partially funded by the Government of Ontario and where employment equity programs (EEPs) are generally voluntary. It consists of municipalities, hospitals, school boards, colleges and universities and selected Crown agencies. It does not include the Ontario Public Service (OPS), which has a mandatory employment equity program.

This report is divided into four parts. Part I presents an overview of the profiles of all public sector organizations and the content, context and expectations of EEPs. Part II of the report presents profiles of programs in operation in each of these six constituent sectors. Part III examines the trends and patterns revealed by the survey which were significant in understanding the status of EEPs. Part IV contains tables relating to the findings.

During the mid-1970s a few municipalities, a number of school boards and several Crown agencies and colleges established some form of affirmative action programs. In the early 1980s several organizations in the public sector expanded their mandate to include persons with disabilities and racial and ethnic minorities. However, continued expansion of the programs did not materialize until the Ontario government established the Employment Equity Incentive Fund (EEIF) in 1985.

As of January 1989, a total of 320 organizations representing 72% of all public sector employers with over 100 employees have received funding to launch an employment equity program and to improve or expand on existing programs.

The OWD provides province-wide coordination of the EEIF for the public sector and a range of consulting services to the public and private sector employers. These services include the provision of technical advice, workshops, the production of program materials, participation in regional and sector specific employment equity networks, demonstration projects and recognition of success through annual employment equity awards to employers.

The major findings of the survey are:

Workforce

The workforce of the 245 organizations surveyed was estimated to be 280,000 or 56% of the public sector workforce (500,000), or 5% of Ontario's permanent workforce of 5,128,000. The average size of the workforce in public sector organizations was relatively small; only 101 or 42% of the organizations had more than 1000 employees.

Program Impetus

In 60% of the organizations surveyed the EEPs had been operating for less than two years. Nearly 56% of the organizations said that the Incentive Fund was the chief impetus for the creation of comprehensive EEPs.

Establishment of Comprehensive Employment Equity Programs

For the purpose of identifying the stage of development in the process of establishing a comprehensive EEP, ten steps were identified and termed as "Progress Levels". The general pattern of Progress Levels achieved showed that:

- 33% of the organizations had well-developed EEPs;
- 50% had completed the initial four Progress Levels of policy development, internal workforce analysis, introduction of program, and development of action plan and were planning for the next level; and
- 17% were at the initial Progress Levels of policy Development and Introduction of program.

In general, public sector organizations take three years to complete all ten Progress Levels.

Development of Supporting Employment Equity Initiatives

Over 50% of the organizations had developed initiatives for workers with family responsibilities, initiatives concerning sexual harassment, child care services and the development of guidelines for gender-neutral language. Only 33% of the organizations had introduced (1) special initiatives for women such as educational leave, identification of women who can be promoted, career and professional development programs designed for women and (2) training in non-traditional occupations.

Approximately 75% of the organizations had completed a review of their employment system and 50% had made improvements in the various components of the system. Nearly one-third of the organizations had EEPs which included racial minorities, persons with disabilities, aboriginal peoples and francophones in addition to women.

Emerging Patterns

The EEIF has given the greatest impetus to the creation and expansion of EEPs and to the development of a number of supporting employment equity initiatives, program materials, model projects and networks for EEP coordinators and support staff. These developments were reflected in the nominations of 46 public sector organizations for annual employment equity awards of employer excellence in the last five years. Seven of them won the awards. The major accomplishment according to EEP coordinators was the heightened awareness of employment equity issues among staff and management in the public sector.

A general pattern of establishment of program processes indicates that nearly 50% of the organizations had developed action plans. However, they were slow in implementing them by introducing the next steps of goals and timetables performance appraisal systems, and monitoring and evaluation.

The major barriers to further progress identified by the survey were the lack of commitment to EEP by senior management, the negative attitudes of both the staff and management and lack of adequate support and resources for program staff. Three major suggestions from the survey to overcome these barriers were increased financial resources, increased management accountability and mandatory employment equity programs.

Conclusion

The survey results show that whether the momentum created by the introduction of EEPs will continue or abate is dependent on senior management commitment, the allocation of appropriate financial and human resources to equity initiatives and mandatory employment equity programs for the public sector.

INTRODUCTION

A. EMPLOYMENT EQUITY

Definition

In 1984, Judge Rosalie Abella, in Equality in Employment: A Royal Commission Report for the Government of Canada used the term "employment equity." The term was meant to refer to a "strategy designed to obliterate the present and the residual effects of discrimination and to open equitably the competition for employment opportunities to those arbitrarily excluded."*[1]

According to this definition, employment equity is a comprehensive planning process designed to expand the employment opportunities of designated groups who have previously suffered discrimination in employment. This requires a proactive approach to bring each group to a point of fair competition. Employment equity programs include positive measures developed and implemented by an employer, often in consultation with employees, labour organizations, community groups and associations. These positive measures are entirely consistent with the principle of hiring and promoting on the basis of merit, skills and qualifications.

Purposes:

- To ensure policies and practices which are fair and free of bias;

- To promote pay equity between men and women in the workforce;

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[1]* Judge Rosalie Silberman Abella, Report of the Commission on Equality in Employment, October, 1984, p.254.

- To enhance representation of women, racial/ethnic minorities, persons with disabilities and aboriginal peoples across occupations and at all levels within occupations;

- To provide appropriate support which recognizes the worker's dual responsibility for work and family;

- Therefore, a comprehensive employment equity program includes:

  - Workforce analysis and elimination of systemic bias;

  - Active recruitment of disadvantaged groups into the fullest range of opportunities;

  - Fair consideration of disadvantaged groups for promotion into positions of added responsibility;

  - Preferential training and development for disadvantaged groups;

  - Accessible child care of adequate quality;

  - Paid parental leave for either parent;

  - Equal pensions and benefits;

  - Monitoring progress to ensure that employment equity practices are being implemented;

  - Pay equity;

- Communication of employment equity policy to all staff and to the public;

- Introduction of supportive employment initiatives such as the use of gender-neutral language, sexual harassment policy and training for all staff.

B. A HISTORICAL OVERVIEW OF PUBLIC SECTOR EMPLOYMENT EQUITY PROGRAMS FOR WOMEN

Programs devoted to what we now call "employment equity" were begun in the public sector about the same time as an affirmative action program was initiated in the Ontario Public Service (OPS) in the mid-1970s. The evolution of equity programs in the Ontario Public Service parallels closely the development of affirmative action/employment equity programs in the public sector.

Equity Programs in the OPS

In 1973, the Ontario Government produced a Green Paper called "Equal Opportunity for Women in Ontario - A Plan of Action" which recommended the adoption of positive measures to correct historical imbalances in the employment of women in the form of the OPS Affirmative Action Program, the first in Canada.

Initially the emphasis was on dissemination of information on the status of women in the OPS. A separate branch in the Ministry of Labour, the Women Crown Employees Office was created in 1974 to act in an advisory capacity to the Civil Service Commission. The Women's Bureau in the Ministry of Labour was responsible for working women and their issues. In 1977 the program was strengthened when ministries were

required to submit affirmative action plans to Management Board of Cabinet.

The Ontario Women's Directorate was established in 1983 by amalgamating the Women Crown Employees Office and the Women's Bureau to coordinate the development and communication of programs and policies for women in Ontario. Since that time the OWD has provided overall program and policy direction and coordination of employment equity for women, both within the OPS and to private and public sector employers. In the fall of 1987, responsibility for employment equity within the OPS was transferred to the Human Resources Secretariat.

The evolution of the employment equity program has been marked by changes in its content with increasing emphasis placed on results. In 1980, a long-term goal was set to reach a minimum of 30% representation in all occupational groups in which women were underrepresented by the year 2000. Another special measure was an accelerated career development program to increase the number of women qualified to compete for non-traditional and under-represented occupations. In 1985/1986, the OPS adopted the term "employment equity," a term chosen by Judge Rosalie Abella in 1984 in her report Equality in Employment.

Recommended enhancements to the OPS program included replacing the goal of 30% for all underrepresented groups by a new system of five-year goals for 64 occupational groups in which women remain under-represented. In January 1988, the Employment Equity Branch of the Human Resources Secretariat assumed responsibility for the OPS's expanded Employment Equity Program. The program now includes five designated groups: visible minorities, persons with disabilities, aboriginal peoples, francophones and women.

The Abella report broadened the concept of employment equity and activities to advance employment equity goals. For example, the provision of day care or funding for day care became an important concern. Within Abella's perspective employment equity may be interpreted to be concerned with the process of advancing employment equity, as well as with the results of employment equity. By emphasizing both aspects, the Commission encouraged employers to choose among a variety of specific paths to achieving the goals of employment equity.

Development of Employment Equity Programs through an Incentive Fund

As mentioned earlier, a number of programs devoted to "affirmative action" or "employment equity" started in the public sector about the same time they were initiated in the Ontario Public Service, in the mid-1970s. A few municipalities, a number of school boards and several Crown agencies established employment equity programs.

In 1976, the provincial government required colleges to set up affirmative action programs for women. The colleges were charged with the dual responsibility of ensuring diversity in the occupational distribution of women and in the female student body. They were to introduce equity programs that reflected the female experience and changing role of women.

Yet, some of the programs that got started in these organizations did not continue for very long or became relatively inactive.

In a number of programs that did survive in the various organizations, substantial leadership was exerted. The

initial focus of these programs was on the employment situation of women, as it was in the Ontario Public Service. Both the City of Ottawa and the City of Toronto, which began programs in the 1970s, have well-developed employment equity programs for women as well as for other target groups. During the early 1980s several of the public sector organizations expanded their mandate to include other designated groups. These organizations responded to the high profile 1980 International Year of the Disabled, and to the many studies produced in the late 1970s and early 1980s on visible-minority employment.

However, the continued expansion of equity programs did not materialize. Often programs began and later were dropped. Many programs remain underdeveloped.

In 1984, following Cabinet approval of the paper A Plan of Action For Women in Ontario, the government sought to accelerate the adoption of employment equity programs for women in the public sector, and introduced the Employment Equity Incentive Fund. The Incentive Fund is a transfer payments program coordinated by the Ontario Women's Directorate, and administered by the Ministry of Municipal Affairs, the Ministry of Health, the Ministry of Education and the Ministry of Colleges and Universities. This fund, originally established for a two-year period, was later extended for an additional five years to provide grants to public sector organizations to establish employment equity initiatives. While the funds are specifically for employment equity programs for women, some organizations have also developed initiatives for other target groups.

The fund is available to launch a program, as well as to improve or expand an existing programs. Participating institutions have used Incentive Fund monies for activities

institutions have used Incentive Fund monies for activities such as conducting a needs assessment, hiring an employment equity coordinator or undertaking a special project designed to ameliorate the status of women.

As of February 1989 a total of 321 organizations, representing approximately 73% of all public sector employers with over 100 employees, have participated in the program:

School Boards	102
Hospitals	155
Municipalities	24
Colleges	22
Universities	18

Federal Government Employment Equity Initiatives

The federal government has also played an important role in the promotion of employment equity, with some of its efforts impacting on the public sector. Starting in 1979, a federal consulting service was established to assist companies in taking up employment equity (then called affirmative action) programs. Between 1979 and 1986 about 40 to 50 public and private companies or organizations developed programs under these auspices. In 1986, the federal government introduced mandatory affirmative action in all federally regulated government agencies, and required contract compliance for all public and private agencies that do more than $200,000 worth of business with the federal government. Some public sector organizations such as universities are also affected by the introduction of the federal contract compliance policy.

The Survey

The OWD decided to try to identify the degree of progress which had been achieved in employment equity among the public sector organizations and developed a survey to attempt to capture an overview of the status of these programs.

In formulating the objectives of this survey, the comprehensive nature of employment equity programs as outlined by Judge Rosalie Abella remained the major philosophical basis. Employment equity, under its current definition, places equal emphasis on efforts in support of career development and on efforts which make for parity in employment status. Therefore, the survey includes measures to determine the process, specifically the circumstances that support or hinder advancements of voluntary employment equity programs. The information obtained by these measures would help a flexible examination of the program process.

The Survey Objectives

There were three major objectives of the survey:

- To develop profiles of organizations with Employment equity programs as reported by practitioners;
- To review the content and context of EEPs;
- To describe perceptions of accomplishments and barriers to program development.

The Survey Methodology

A questionnaire containing questions on the following elements of an EEP was prepared: profile of organizations, stages and levels of program implementation, supporting

employment equity initiatives, program contacts and resources, accomplishments, barriers and suggestions for further advancements. A copy of the questionnaire is included in Appendix A.

The questionnaire was circulated for comments among equity representatives from related ministries involved in the promotion of employment equity in the broader public sector. It was pretested on seven employment equity staff from these ministries.

The questionnaire was mailed to 441 public sector organizations with over 100 employees in March 1988. Confidentiality of individual responses was assured by indicating that only aggregate data would be reported.

The 327 completed questionnaires representing a response rate of 74% were analysed by means of the computer software SPSS (Statistical Package for the Social Sciences).

This report on the survey was prepared from the data obtained from 245 organizations that had an EEP.

<u>A note on the data</u>

. Since organizations across each of these six sectors varied both in size and administrative structures, not all questions were applicable to all organizations. Therefore, there was a substantial "no response" category.

. Wherever appropriate, percentages were computed on the basis of the number of applicable cases.

- Comments on the interpretation of specific questions and additional information provided in the covering letters or as notes were incorporated into the data.

PART I

FINDINGS: ALL SECTORS COMBINED

PART I
FINDINGS: ALL SECTORS COMBINED

Part I of this report includes a summary of responses received from the EEP coordinators from all six public sectors, referred to as the combined sector (universities, colleges, school boards, municipalities, hospitals, and Crown agencies). The two major themes covered in this summary are: (1) organizational profiles and (2) the content, context and expectations of the EEPs in the combined sector.

CHAPTER I
ORGANIZATIONAL PROFILES

This section contains the results of the survey on various characteristics of public sector organizations which appear to impact on the development and operation of an EEP. The 12 characteristics of the organizations and program staff selected for inclusion in the questionnaire are:

The size of the labour force
Official name of the employment equity program or office
Year of starting the program
The major impetus for creation of the program
Employment equity staff
Title of the employment equity staff
Function of the employment equity staff
Status of the program staff
Expected duration of employment in the current position
Reporting relationships
Program staff participation in in-house committees
Annual budget of the program

Summary of Profiles

Response

. The response rates of the survey were 100% from the 22 colleges and 18 universities, 70-74% from school boards,

hospitals and municipalities and 63% from Crown agencies. (Table 1.)

- Almost 81% of the Incentive Fund recipients (218 out of 299 recipients) responded to the survey. Some organizations which had only recently received funding may not have started a program. (Table 2.)

Workforce

- The total workforce in the public sector is estimated to be 500,000, which is approximately 10% of the total Ontario workforce of 5,128,000 (1988). The size of the workforce varies a great deal within each of the six sectors. This report covers the workforce in 245 or (56%) of the public sector organizations which represent 5.6% of the Ontario workforce.

- Approximately 101 or 41% of the organizations surveyed have more than 1000 employees, 27% have 500-1,000 employees and 32% has fewer than 500 employees. (Table 3.)

Official Name of the Program

- Three major titles of the EE program or office are shown in Table 4. In 130 or 53% of the organizations the program or office is called Affirmative Action or Employment Equity Program; and in 31 or 13% organizations, it is incorporated within the Human Resources or Personnel Office. In eight colleges and four universities the program is called Employment and Education Equity.

Year of Starting the Program

. Prior to the introduction of the Incentive Fund in 1984, a total of 51 or 21% of the organizations which were surveyed had some form of affirmative action program. The number of organizations participating grew steadily after the introduction of the Incentive Fund (Table 5). The largest number, 77 or 31%, started in 1987. The duration of the programs is as follows:

	No.	Percentage
Less than one year	13	5
One year	77	31
Two years	57	23
Three years	40	16.3
Four or more years	51	21

Major Impetus for Creation of the Program

. The respondents were asked to indicate the major impetus for creating the EEPs. More than half the organizations, 136 or 56%, identified the Incentive Fund as the major impetus. Organizational initiative was cited by 52 or 21% of the organizations. Other forms of encouragement include initiatives from employees (cited by 13 or 5.3%) and from the governing board or council (cited by 13 or 5.3%). (Table 6.)

Budget

. Size of the program budget was the key determination in hiring coordinators and in some respects influencing the rate of development of the programs (Table 7). A total of 145 or 60% had a budget of less than $35,000 and only five or 2.4% had a budget of over $300,000.

Employment Equity Staff

- The employment status of the EEP coordinators varied primarily according to the source of funding and the commitment of the employer to the program.

- Some 52% of the staff were appointed to permanent positions and 11% seconded to permanent positions. Approximately one-third (30%) were seconded to non-permanent positions. (Table 8.)

- The following reflects the number of organizations with full-time and part-time program staff.

	No.	Percentage
Less than one full-time staff	145	59
One full-time staff	56	23
More than one full-time staff	41	17

Title of the Staff

- The most frequently used (95 or 39%) titles to describe the program staff are Affirmative Action Coordinator, Employment Equity Coordinator and Equal Opportunity Coordinator. Human Resources Manager or Personnel Manager was used by 54 or 22% of the organizations. (Table 9.)

Function of the Staff

- The functions of an EEP coordinator vary with the structure of the organization. In 69 or 28% of the organizations the coordinators described their functions as facilitating and educating. A slightly larger number (71 or 29%) indicated that in addition to facilitating and educating they plan human resources, collect and analyse data and administer the

program. The rest (about 43%) indicated one or more of these functions. (Table 10.)

Expected Duration of Employment in the Current Position

. The staff with non-permanent or secondment status were asked to indicate their expected duration of employment in the employment equity position. Some 25 or 10% of the coordinators reported that their current employment is expected to last more than 24 months and 28 or 12% reported that it will last 6 months or less. A large majority (160 or 66%) did not respond to this question. This may reflect the short-term appointments under the Incentive Fund program. (Table 11.)

Staff Reporting Relationships

. The placement of the EEP within an organization and the reporting relationship of the coordinator often reflect the commitment of the organization. In this survey, 116 or 47% of the coordinators reported to the chief administrative officer or to the chief executive officer and 93 or 38% reported to a manager of human resources. A smaller number, 19 or 8%, reported to the vice-president or the executive director of the branch. (Table 12.)

Staff Participation in In-House Committees

. The integration of an EEP into an organization is reflected in the degree of participation of the program coordinator in the various in-house committees of the organization. In this survey, approximately 30% of the respondents said that they participate in employment equity/educational opportunity committees; 10% in labour/management committees; 16% in employment-equity-related committees; and another 15%

in other unrelated committees. Approximately 34% did not answer the questions. (Table 13.)

CHAPTER II
PROGRAM CONTENT, CONTEXT AND EXPECTATIONS

I. PROGRAM CONTENT

The respondents in this survey were asked to indicate their success in establishing a "process" essential for achieving equity. For purposes of this survey ten levels of establishing an EEP were identified and were termed Progress Levels. For example, development of a policy statement, introduction of an EEP and an analysis of the internal workforce were considered the first three levels, though not necessarily in this sequence. Similarly, different levels or stages of development were identified in establishing six major supporting employment initiatives.

The respondents were asked to indicate whether they were at the planning, ongoing or completion stages of each of these Progress Levels. For many public sector organizations the last three years (1985-88) were a period of breaking new ground, overcoming longstanding barriers and educating management and the workforce. Consequently each organization had attained a certain level of progress in introducing a program which reflects its peculiar set of circumstances. Therefore, an assessment of the Progress Levels indicates to what extent the essential "processes" are being established in different organizations.

In this section the following selected elements of the content of the program are described:

a) Progress Levels attained in the development and implementation of the program. The respondents were asked to indicate their developmental stages on a five-point scale.

b) Development of initiatives supporting the achievement of employment equity. Respondents were asked to indicate their Progress Level in each of the following six initiatives: sexual harassment, child care, support for workers with family responsibilities, gender neutral language policy, non-traditional occupational training, and special initiatives for women.

c) Review of employment system and resulting improvements.

d) Changes in collective agreements as a result of employment review systems.

e) Publication of employment equity results.

A. Progress Levels Attained in the Introduction and Implementation of the Program

The following are the patterns of different Progress Levels attained in introducing the EEP. Table 14 shows the number of organizations which had various Progress Levels either "ongoing" or "completed."

- Approximately 80% of the organizations had achieved the three Progress Levels of policy development, internal workforce analysis and introduction of the program. (Table 14.)

- Half the total number of organizations had achieved the next two levels: namely, the development and the implementation of an employment equity action plan.

- Nearly 40% of the organizations had achieved the next four levels: namely, monitoring and evaluation, setting goals and timetables, establishing a performance appraisal system and introducing special initiatives. (Figure 1.)

- Only 22% of the organizations had carried out an analysis of the external workforce.

- Further analysis of the responses showed that Incentive Fund recipients had completed a greater number of Progress Levels than non-recipients.

In most cases, the Progress Levels attained were dependent on the length of the operation of the EEP.

- A large percentage of the organizations which started in or before 1984 and had been in operation continuously for more than four years had completed most of the Progress Levels except the analysis of external workforce.

- Among the organizations which started in 1985, 80% had completed the first five levels and 20% had progressed further and had completed the next four levels.

- Nearly 50% of the organizations which started in 1986 had completed the first seven levels including the implementation of an employment equity action plan. They were at the stage of introducing the next three levels.

- Approximately 50% of the organizations which started in 1987 had achieved four Progress Levels.

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

THE COMBINED SECTOR 1988

FIGURE 1

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

THE COMBINED SECTOR 1988

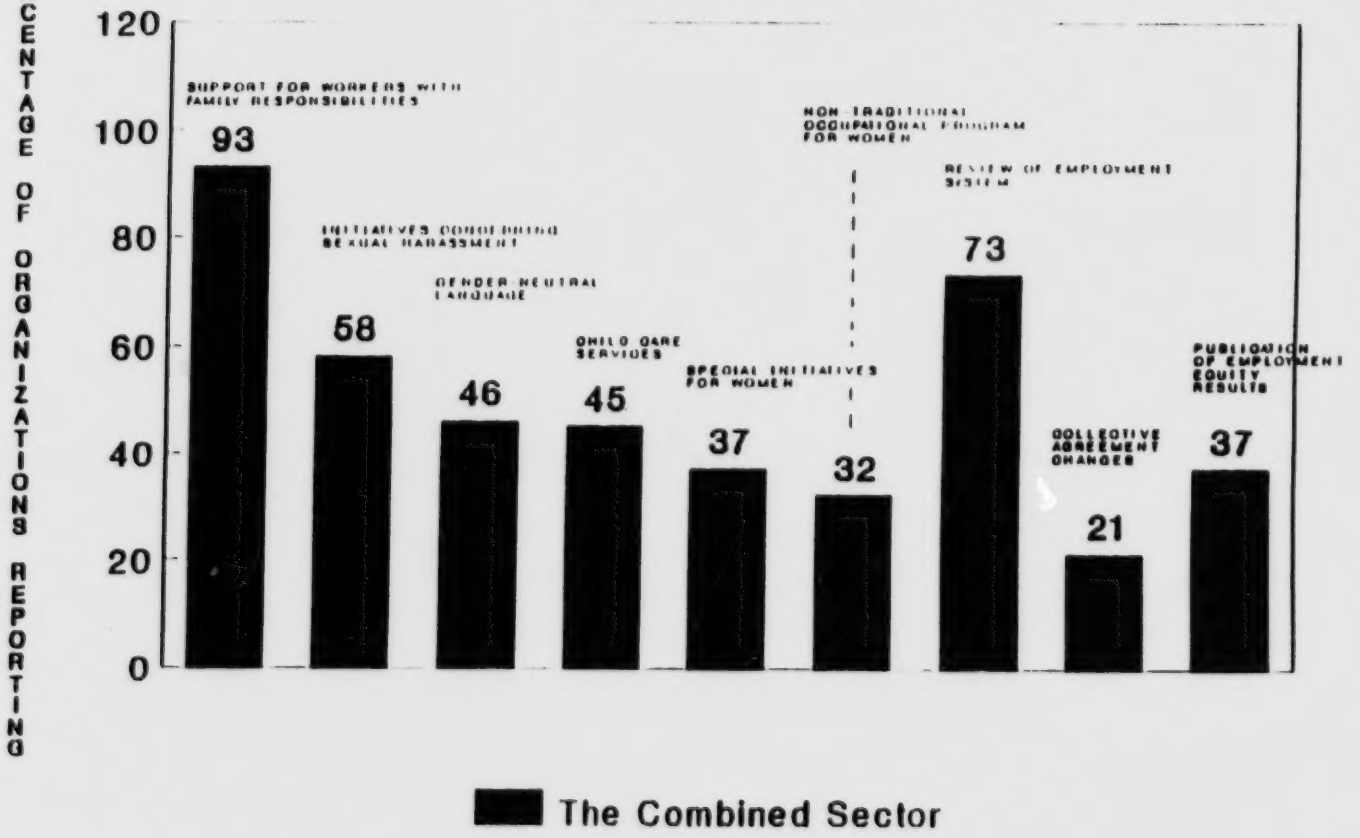

FIGURE 2

- The 13 organizations that started in 1987 were at the stage of introducing the first two levels.

B. Development of Initiatives Supporting Achievement of Employment Equity

- Supportive measures established by over 40% of the organizations included initiatives for workers with family responsibilities (93%), initiatives concerning sexual harassment (58%), child care services (45%) and the use of gender-neutral language (46%). (Figure 2.)

- A smaller percentage (33%) had introduced special initiatives for women and training in non-traditional occupations.

- The percentages of organizations that had developed supporting initiatives at various stages were related to the number of years that the programs had been in operation.

- A higher percentage of Incentive Fund recipients than non-recipients had developed initiatives in all categories.

C. Improvement resulting from a Review of Employment System

- Approximately three-quarters of the organizations had completed a review of their employment systems. (Table 15.)

- At the time of the survey only 50% of organizations had made improvements in the various components of the employment system.

SIGNIFICANT ACCOMPLISHMENTS OF EMPLOYMENT EQUITY PROGRAMS

THE COMBINED SECTOR 1988

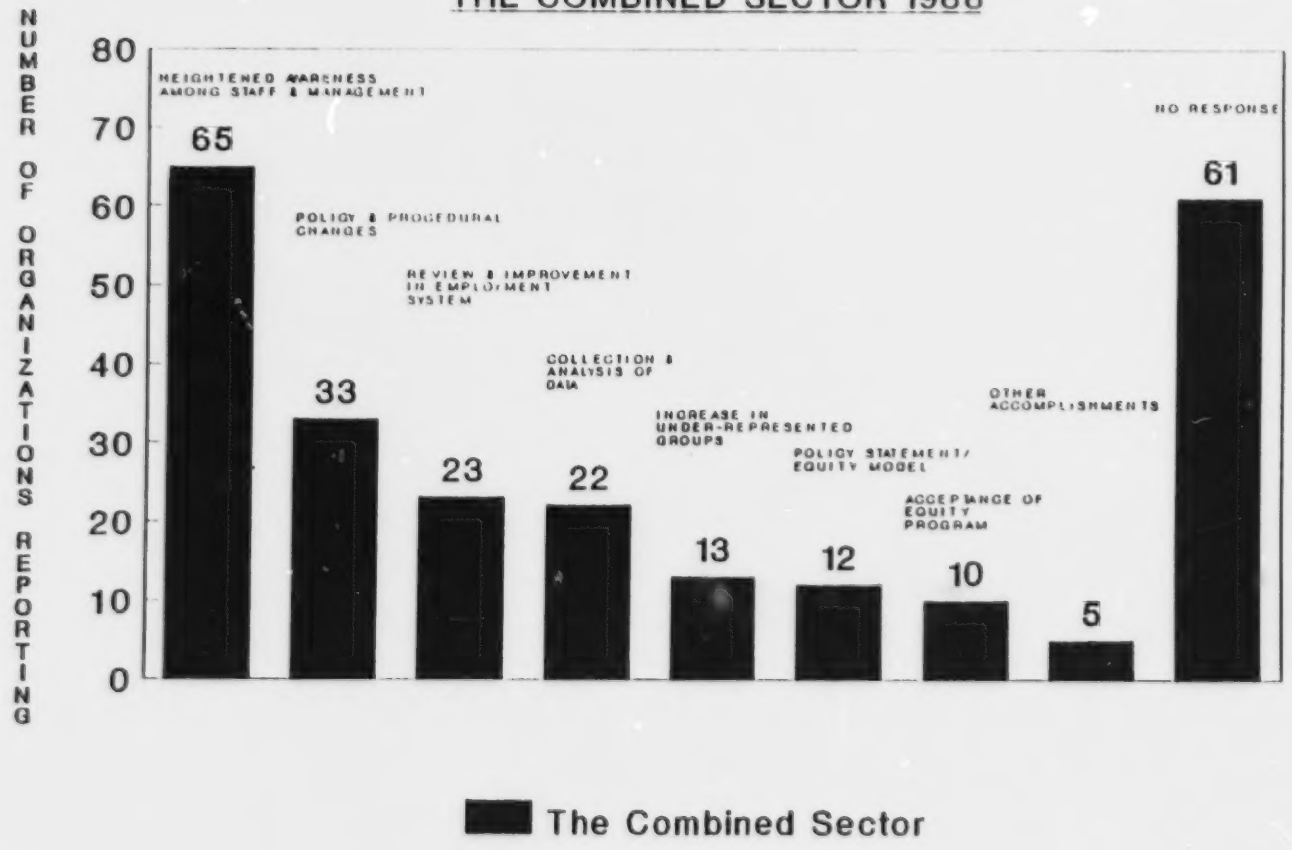

FIGURE 3

- These organizations had made improvements in job advertising, internal job posting, job application forms and interviewing procedures.

- Another 40-50% of the organizations had made improvements in selection procedures, access to management training and availability of training programs.

- A smaller percentage (20-30%) had made improvements in inventory of applicants, reference checks, performance evaluation and access to non-traditional occupational training.

- More than 75% of the organizations among college, Crown agency, municipal and hospital sectors had completed a review of their employment systems as had 61% of the universities and 72% of the school boards.

- In general, Incentive Fund recipients showed a higher percentage of changes in all categories than did non-recipients except in training in non-traditional occupations and in the availability of all types of training.

D. <u>Changes in Collective Agreements</u>

The respondents were asked to indicate if there were any changes made in the collective agreements as a result of the EEP. Approximately 58 or 24% of the organizations indicated changes. The highest percentages of changes were made in the introduction of gender-neutral language and in better maternity, paternity and adoption leaves (Table 16). Approximately 35% of the universities, Crown agencies and

municipalities reported changes, whereas less than 20% of the other sectors reported changes.

E. Publication of Employment Equity Results

The number of organizations which published employment equity results was 105 or 43% (Table 17).

The major routes of publication were newsletters, Affirmative Action/Employment Equity or Status of Women reports and internal publications of the organizations (Table 18). More than 50% of the municipalities, colleges, universities and Crown agencies had published their results. A lower percentage of school boards (44%) and hospitals (28%) had also published their results.

II. PROGRAM CONTEXT

An employment equity program in an organization is affected not only by the culture of the organization but by the values in the immediate community as well as in the larger society. The program touches the work life of the entire organization at different levels. The introduction of the program is dependent on the leadership of the key actors responsible for effecting the necessary changes. These considerations point to the importance of program context, particularly the participants in the program and the resources that are available from within the organization and in the larger community.

In this section the following elements of the organizational and community contexts in which the program operates are described.

A. Program participants from within the organization and from the community.
B. Use of both government and non-government sources by program staff for information and program development.
C. Speakers on employment equity at seminars and workshops.
D. One program resource that the organization found highly useful for promoting employment equity.

A. Program Participants

The respondents were asked to indicate the level of frequency of contacts with a number of individuals within the organization and or groups from the community. The following are selected highlights of their responses.

- The most frequent contacts are with the CEO/CAO (190 or 83%), director of human resources (177 or 77%), and union representatives (155 or 68%). (Table 19.)

- Other frequent contacts are with community groups (125 or 54.6%), an employment equity advisory committee (123 or 53.7%), the executive delegate (118 or 51.5%) and women's organizations (103 or 45%).

- There were no differences in the order of frequency of contacts with the participants between Incentive Fund recipients and non-recipients but recipients made more frequent contacts with all the participants.

- Municipalities, hospitals and colleges had the most frequent contact with the director of human resources, whereas school boards, Crown agencies and universities had the most frequent contact with the CEO or the vice-president.

B. Sources of Employment Equity Materials

The respondents were asked to indicate their level of frequency of use of program material from eight government and eight non-government sources.

The following represents the highlights of the responses:

- The three most frequently used program resources are: OWD (196 or 86.7%), employment equity networks (176 or 77.9%) and other employment equity programs (174 or 77%). (Table 20.)

- Other sources used by more than 50% of the organizations include: Ontario Human Rights Commission (172 or 76%), ministry employment equity offices (136 or 60.2%), professional associations (135 or 59.7%) and women's organizations (110 or 48.7%).

- Frequency of use by Incentive Fund recipients and non-recipients is the same, but non-recipients use the Ontario Human Rights Commission more frequently (14 or 51.9%) than employment equity networks (12 or 44.4%).
- Almost all the school boards (98%) and colleges (96%) and a high percentage of the universities (94%) use OWD resources. Hospitals (71.8%) and municipalities (82%) make comparately lower frequency of use of OWD resources.

- The use of ministry employment equity offices ranged from 41% by municipalities to 70% by Crown agencies.

C. Speakers on Employment Equity at Seminars and Workshops

The organizations were asked to identify the speakers that they had used in their seminars and workshops on employment equity. Public sector program staff were cited by 146 or 60% of the organizations and public sector senior management staff by eight or 3.3% of the organizations. Private consultants were used by 72 or 29.4% of the organizations.

D. Highly Useful Program Resource

Respondents were asked to identify one program resource they found highly useful for promoting employment equity. The three most useful single resources were the OWD film Women in Ontario (29 or 12%), OWD publications (26 or 10.7%), and other government publications and films (18 or 7.4%). Details of the use of other resources are included in Table 21.

III. PROGRAM EXPECTATIONS

In this section responses to the following elements of program experience and suggestions for further advancement and expectations are described:

A. The most significant accomplishment of the program.
B. Major barriers in implementing an EEP.
C. Suggestions regarding the three most important initiatives for further advancement of the program.
D. Expansion of the program: inclusion of other target groups in addition to women, existing specific programs for them and suggestions for specific programs necessary to implement equity.

A. Accomplishments

- The respondents were asked to indicate the most significant accomplishment of the EEP.

- A wide range of responses were given by approximately 184 or 75% of the organizations. There was no response from 61 or 25% of the respondents. (Figure 3.)

- Heightened awareness and education of staff and management were cited by 65 or 27% of the organizations. Policy and procedural changes were cited by 33 or 13.5%.

- Improvements in many aspects of the overall employment system including selection and promotion were considered significant accomplishments by 23 or 9.3% of the respondents.

- In the achievement of certain Progress Levels, development of an employment equity policy was considered an accomplishment by 12 or 4.8% of the respondents, as was collection and analysis of data and goal setting by 22 or 8.9%.

- Increase in the number of women in certain occupational categories was reported by 13 or 5.3% of the organizations.

- For 10 or 4.0% of the respondents acceptance of the EEP, receiving funding, and appointing a coordinator were accomplishments (Table 22).

- Comments from several respondents indicate that they had overcome formidable barriers in introducing the program and gaining acceptance and respect for the program.

MAJOR BARRIERS IN IMPLEMENTING EMPLOYMENT EQUITY PROGRAMS

THE COMBINED SECTOR 1988

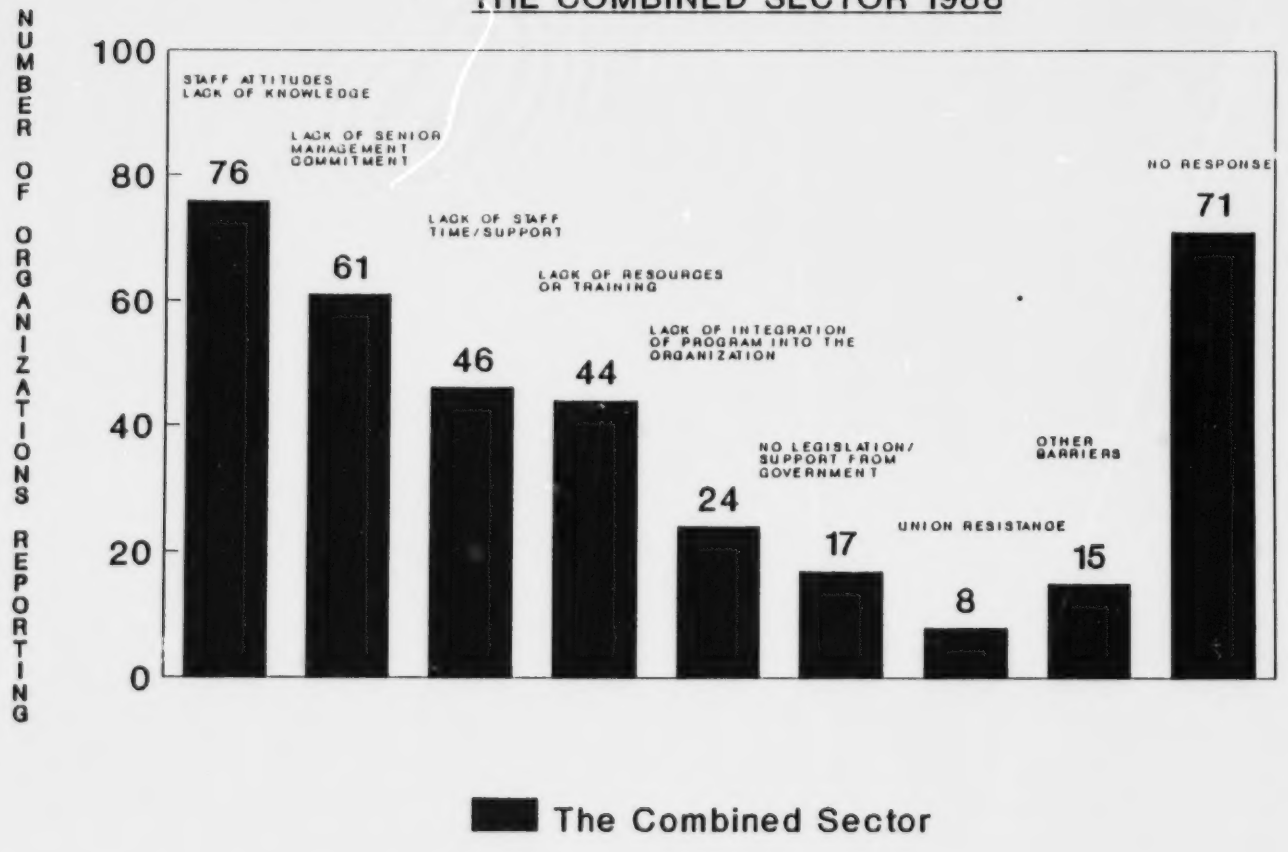

FIGURE 4

. Organizations which won the Achievement in Employment Equity Awards in the last four years counted them as accomplishments.

Achievement in Employment Equity Awards
Nominees and Winners 1984-1988
All Sectors Combined

Sector	Nominee	Winner
College	5	1
University	6	1
School boards	8	3
Crown agencies	9	1
Municipality	11	2
Hospital	7	-
	46	8

A complete list of nominees and winners is included in Appendix B.

B. Major Barriers in Implementing EEP

. A wide range of barriers were identified by organizations in all six subsectors. The two major categories include: (1) lack of senior management commitment, reported by 76 or 31% of the organizations, and (2) staff attitudes and lack of knowledge of employment equity issues, reported by 61 or 25% of the organizations (Figure 4).

. Lack of staff time and of support for staff was identified by 46 or 19% of the organizations. This response was followed by lack of adequate resources and training for staff, reported by 44 or 18% of the organizations (Table 23).

SUGGESTED INITIATIVES FOR ACHIEVING POSITIVE CHANGES IN EEPS

THE COMBINED SECTOR 1988

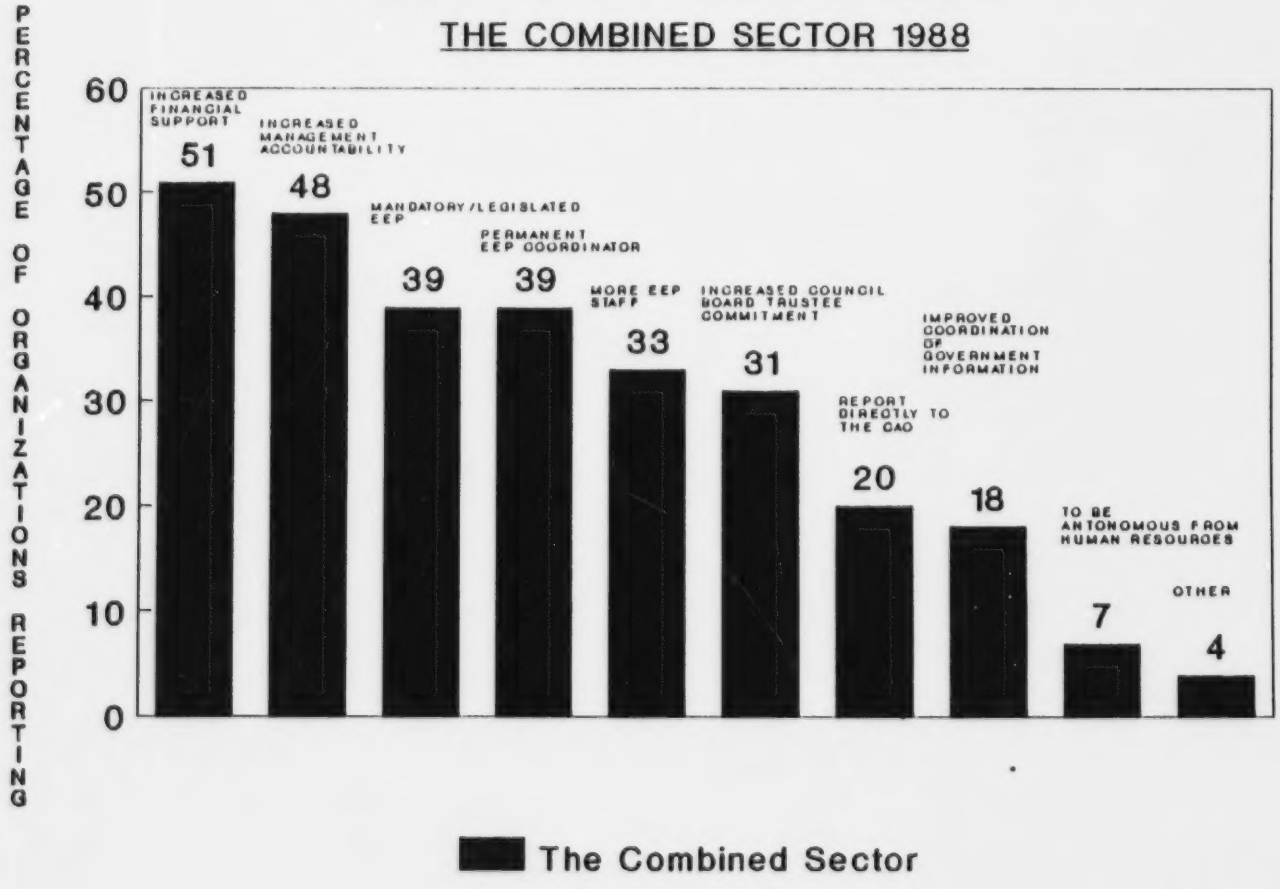

FIGURE 5

- A total of 24 or 10% of the respondents felt that the EEP had not been integrated adequately into the organization.

- The other two major groups of barriers were absence of legislation or other form of support from government, reported by 17 or 7% of the respondents, and resistance and lack of commitment on the part of the union, reported by eight organizations.

- A high percentage of municipalities (43%), hospitals (43%) and Crown agencies (46%) did not respond to this question.

- Staff attitudes and lack of knowledge were found to be the greatest barrier by two sectors, namely municipalities (32%) and school boards (44%).

- Absence of legislation and other support from government were cited as barriers by 28% of the universities.

- In general the autonomy of the operating departments in large organizations tends to slow down the process of introduction and development of an EEP.

C. Suggested Initiatives for Further Advancement of the Program

Respondents were asked to indicate what they thought were the most important, the second most important and the third most important initiatives that would achieve positive changes. The most frequently mentioned initiatives were:

- Increased financial support (122 or 51.1%), increased management accountability (115 or 47.4%), mandatory, legislated employment equity programs (95 or 39.4%), and appointment of a permanent employment equity coordinator (95 or 39.4%). Further details are included in Table 24.

- Other initiatives suggested by more than 20% of the respondents include: more employment equity staff (78 or 33%), increased council/board/trustee commitment (74 or 30.9%), reporting directly to the CEO (49 or 20.5%) and increased coordination of government employment equity information (39 or 16.4%) (Figure 5.)

- A comparison of Incentive Fund recipients and non-recipients indicates that the latter gave a lower level of importance to appointment of a permanent employment equity coordinator and mandatory, legislated employment equity and a higher level of importance to increased financial support and increased management accountability.

D. Expansion of Employment Equity Programs

Programs for Target Groups Other than Women

. A total of 90 or 37.7% of the organizations had programs for racial and ethnic minorities, 81 or 33% had programs for people with disabilities, 50 or 20.4% had programs for aboriginal people and 28 or 11.4% of the organizations had programs for Francophones. (Table 25.)

. A substantial percentage of municipalities (61%) and Crown agencies (64%) had included racial and ethnic minorities in their program.

- The disabled were included by 64% of the municipalities and 46% of the Crown agencies.

Existing Specific Programs for Other Target Groups

- Approximately 59 or 25% of the organizations reported that they had specific programs for other target groups. (Table 26).

- A relatively high percentage (40%) of the municipalities and Crown agencies (30%) stated that they had programs for other target groups.

- A race relations policy had been established by 14 or 6% of the organizations and employment training programs by 12 or 5% of the organizations. Other programs included outreach recruitment, development of other policies, workforce analysis, needs study and education equity initiatives.

- A race relations policy was developed by colleges (25%) and school boards (10%), and employment initiatives and training programs were developed by 14% of the municipalities and 13% of the universities.

Suggestions Concerning Specific Programs Necessary to Implement Employment Equity for Target Groups Other than Women

The 60 organizations (25%) that responded to the question on this aspect of the expansion of equity programs made eight groups of suggestions.

- In all, 18 or 7.5% said that staff awareness/training was necessary, 13 or 5.4% indicated preferential hiring/outreach recruitment, seven or 3% said establishing incentive funding, and another seven or 3% indicated commitment, pressure and legislation by the government. Other suggestions included data collection and analysis, assistance in the development of these programs and community pressure. (Table 27).

PART II
FINDINGS BY INDIVIDUAL SECTORS

PART II
FINDINGS BY INDIVIDUAL SECTORS

A summary of responses by sector is included in this section. For further details see Tables 28-41.

1. UNIVERSITY SECTOR

Background

In universities in Ontario, although women constitute 58% of non-academic staff, they represent only 17.4% of all full-time faculty members in 1986-87:

5.8% of full professors;
15.1% of associate professors;
28.5% of assistant professors; and
47.1% of lecturers.

In 1986-87 women academic staff earned on average 81.9% of the average male salary. Women accounted for over 80% of the non-academic employers in the under $20,000 range.

Occupational segregation in support functions is reflective of the Ontario labour force, with women found largely in traditional job categories:

- 13.2% of upper level managers and 36.9% of middle level managers are women;
- women account for 89.8% of all clerical staff; and

- only 4.1% of skilled crafts and trades workers are women.*[2]

Participation in Incentive Fund

All 18 universities in Ontario responded to the OWD survey and all have received incentive funds. In 1985-86, the amount of $382,000 was allocated for the start-up year. In 1987, the fund was extended by $630,000 to cover the period 1987-89.

Program development grants were provided for the following initiatives:

- to the Council of Ontario Universities for completing an employment equity manual and a workshop for employment equity practitioners in the postsecondary sector;

- to the University of Toronto for a pilot Saturday-morning child care project; and

- to Lakehead University to conduct a study on employment equity strategies for female students incorporating both northern and native issues.

Although some form of affirmative action program had been introduced into universities as early as 1976, only six universities had programs or initiatives prior to receiving incentive funding. The Ministry of Colleges and Universities has instituted a multi-year faculty renewal fund with an emphasis on hiring women and young scholars. In 1987,

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2* Ministry of Colleges and Universities, Employment Equity in Postsecondary Institutions (February 1989).

approximately 56% of all new faculty positions under this fund had been filled by women. This represents a substantial increase over the 36% hiring of women prior to the funding.

In 1975 as a result of the publication of a detailed report, The Status of Women in the Universities, the employment systems including recruitment, selection, promotion and training systems were reviewed and approved by the Ontario Human Rights Commission. Most universities are also federal contractors and come under the Federal Contractors Program governed by the Federal Employment Equity Act.

A. Organizational Profiles

Universities have a relatively large labour force in comparison with organizations in the combined sector. Only one has fewer than 500 employees; five have 500-1000 employees; and 12 have more than 1000 employees.

The official titles of the EEP staff reflect their varying roles and responsibilities. In eight universities the program staff were called AA/EEP Coordinator, in four universities Employment and Education Equity Coordinator and in two universities Employment Equity Advisor to the President. In some universities the responsibilities of developing and implementing programs and employment equity initiatives were shared by the assistant director of personnel, the staff relations and salary administrator and an advisor on academic resources who is also a faculty member. (Table 30.)

The following were the actual years of program start at the universities:

	No.	Percentage
1984 or earlier	5	27.8
1985	1	5.6
1986	8	44.4
1987	3	16.6
1988	1	5.6
	18	100.0

Six universities reported that the major impetus for creating the program was the Incentive Fund. Another six cited organization initiatives, two cited employee initiatives, and two did not respond to the question on impetus. (Table 32.)

The number of employment equity staff varied. One-third of the universities had less than one full-time staff, another one-third had one full-time staff and another one-third had more than one full-time staff. (Table 33.) Approximately 38% of the staff were permanent or seconded to permanent positions and 33% were non-permanent or seconded to non-permanent positions. (Table 36.)

Approximately 50% of the employment staff reported to the CAO or CEO and 33% to the director of human resources management. The rest reported to the vice-president or to his or her delegate. (Table 38.)

Participation of the equity staff in in-house committees is relatively well spread among the various internal committees such as the EEP and education committees. A small number participated in other committees relating to sexual harassment, management/labour, multicultural and race relations, curriculum and academic committees. (Table 39.)

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

COMBINED SECTOR & UNIVERSITY SECTOR 1988

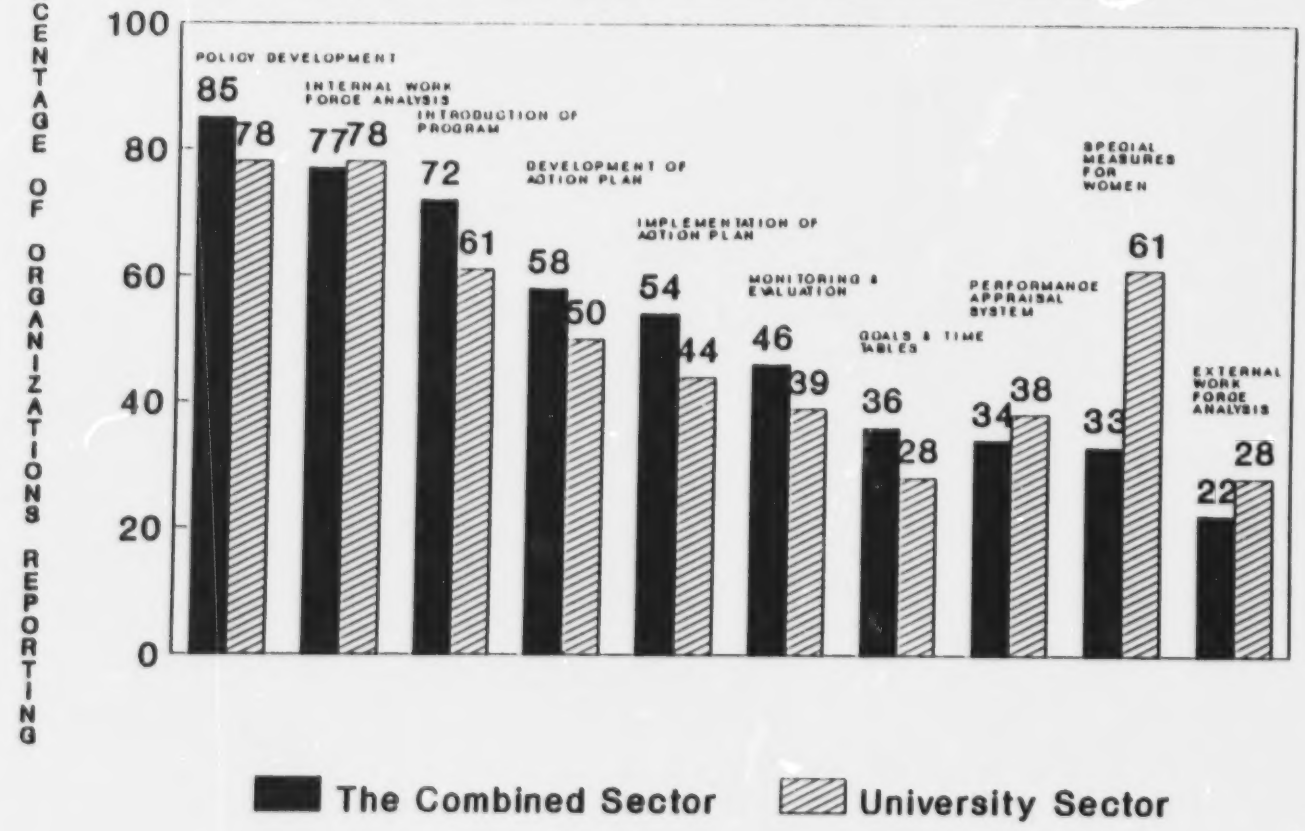

FIGURE 6

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & UNIVERSITY SECTOR 1988

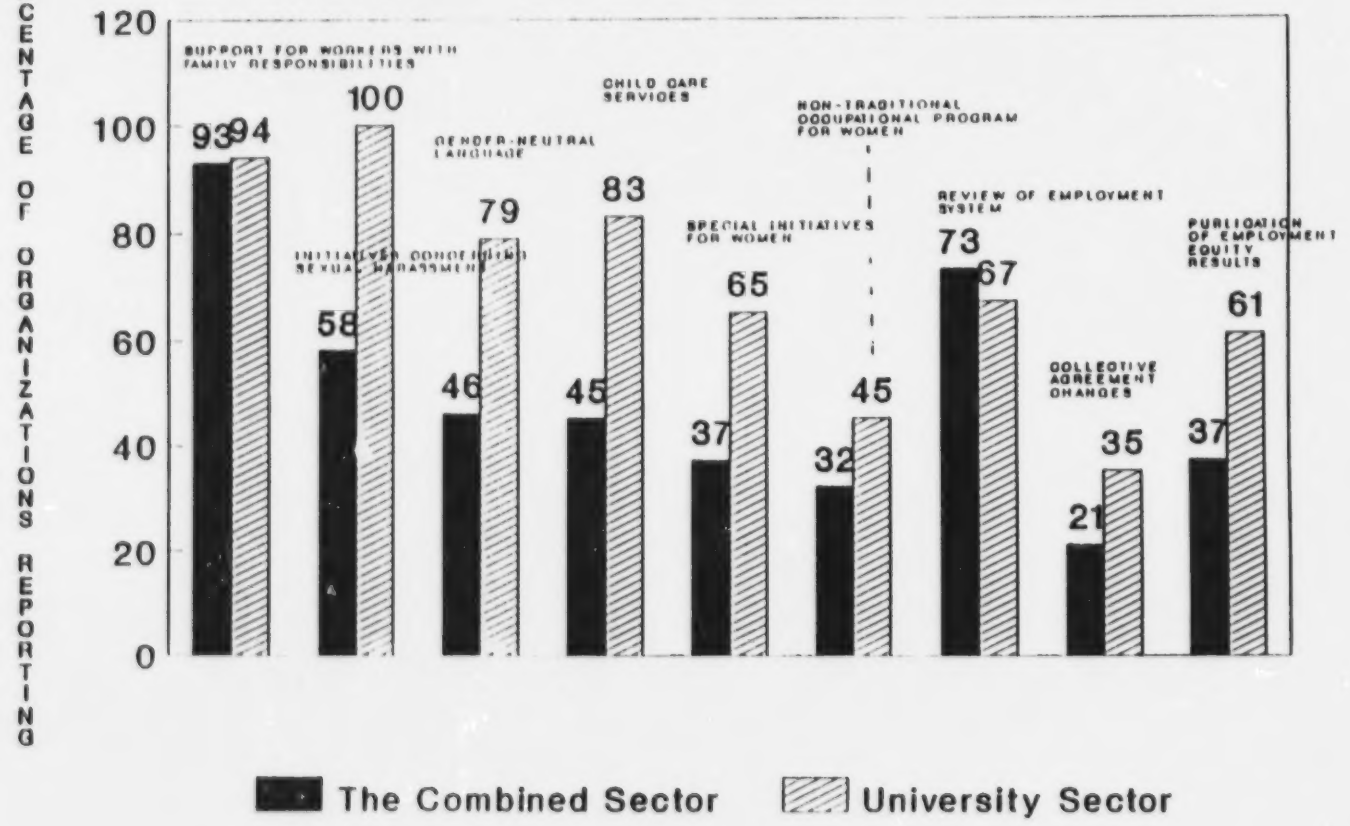

FIGURE 7

The EEP budget for universities is generally higher than for organizations in the combined sector.

	No.	Percentage
Under $35,000	5	27.8
$35,000-$69,999	8	44.4
$70,000-$99,999	3	16.7
No response	2	11.1

B. Program Content

It has been mentioned that this pre-evaluation survey was the first survey undertaken to measure how the EEPs are functioning in the Ontario public sector. In the absence of established norms of achievement, the progress made by each sector is compared to the progress made by the combined sector, a statistically sound way of making comparison.

Figure 6 shows a comparison between the university sector and the combined sector in achieving the ten Progress Levels identified in introducing an EEP. In general, the achievement of the university sector is 10% less than that of the combined sector in seven of the Progress Levels. However, in the other three levels, namely the introduction of a performance appraisal system, special measures for women and external workforce analysis, its achievement was higher, probably because of the early introduction of affirmative action programs in some universities. (Table 40.)

As regards the development of supporting employment initiatives, 20-40% had introduced all six initiatives, a higher percentage than in the combined sector. A similar pattern is reflected in the changes effected in collective agreements and the publication of employment equity results (Figure 7). These data indicate that even though universities

had not started a comprehensive EEP as late as 1987, they had developed supporting initiatives perhaps starting from 1976 when there was a general review of the employment system. (Table 41.)

A further analysis of the level of achievements by universities indicates a direct relationship between achievements and the duration of the program. During the first year of the program most universities had completed policy development, introduction of the program and internal workforce analysis. During the second year they had completed the next two levels, namely the development and the implementation of an action plan.
During the third year about 40% had achieved the next four levels: special measures for women, performance appraisal system, monitoring and evaluation, and goals and timetables. Only five universities had started external workforce analysis. This delay may be due to lack of data on the available labour force.

C. Program Context

The university sector had a high program participation rate, (80-85%), as indicated in the number of contacts, by the director of human resources, the executive delegate, the EEP advisory committee, union representatives and community groups. This participation is higher than in the combined sector. The frequency of contacts with women's organizations, external legal consultants and professional associations was also lower (11-24%) than in the combined sector. The rate of participation by the CAO/CEO was the same in the university sector as in the combined sector. (Table 47.)

A higher percentage of universities than of the combined sector used both government and non-government sources for information and employment equity program material. The three most frequently used government sources were the OWD, the Ontario Human Rights Commission and the Canadian Employment and Immigration Commission. The most frequently used non-government resources were EEP networks, programs of other institutions and professional associations. The three associations which work very closely with the EEPs and which had advocated employment equity strategies were the Canadian Association of University Teachers, the Council of Ontario Universities and the Ontario Confederation of University Faculty Associations. (Table 48.)

Approximately 43% of the universities responded to the question on program materials used as resources.

The most useful resources in promoting employment equity cited by the universities were the film Women in Ontario, the OWD resource book Managing Employment Equity and other publications and films (Table 49).

In addition, a high percentage (78%) of the universities used public sector senior management staff and other public sector staff rather than private consultants as speakers at seminars and conferences on employment equity (Table 50).

D. Program Expectations

In this section accomplishments, barriers and suggestions for expansion of the EEPs are included. The most important accomplishment cited by nearly one-third of the EEP coordinators in the university sector was the heightened

awareness of employment equity and the education of the staff and management (Table 51). One respondent stated:

> "The university members are conscious of being observed and monitored...they are continually making adjustments to take into account systemic discrimination."

Speaking about the education of the staff and management another EEP coordinator commented,

> "Better understanding of my role as an employment equity coordinator and that the intent of the program is more structural changes than number churning."

Other major accomplishments included:

- an increase in the percentage of women in management ranks (47% in 1986);
- improvements in maternity leave provisions;
- hiring of women faculty under a special plan;
- development of a survey of arrangements for dependants of employees;
- implementation of sexual harassment procedures; and
- collection and analysis of data on the workforce.

Barriers

The barriers identified by the university sector were very similar to those mentioned by organizations in the combined sector. They include: negative attitudes, lack of knowledge of employment equity, lack of support/legislation from the government, lack of senior management commitment, lack of integration of the EEPs into the organizational structure, and

inadequate support, resources and training for the staff (Table 52). One barrier that was specific to universities was the difficulty in financing special programs to recruit and hire outstanding female faculty. Salaries are not always competitive especially with the salaries in the U.S.A. Further, there is a lack of qualified candidates in non-traditional disciplines.

Programs for Target Groups Other than Women

A higher percentage of EEPs in the university sector than in the combined sector had been expanded to include racial and ethnic minorities, people with disabilities and aboriginal people (Table 53). The programs designed for these target groups included employment training programs, education equity initiatives and policies on race relations. (Table 54.)

Further, ten universities made a wide range of suggestions on specific programs necessary to implement employment equity for target groups other than women. The major suggestions were increasing staff awareness and training, preferential hiring, outreach recruitment, informing target groups about job openings, commitment and legislation from the government and pressure from the community. (Table 55.)

Summary

- In 1976 as a result of the publication of a detailed report on the status of women in the universities, a review of employment systems was carried out and changes were initiated in recruitment, selection, hiring and promotion.

- All the 18 universities in Ontario are recipients of the Employment Equity Incentive Fund. Six universities said that the Incentive Fund provided the impetus to start comprehensive EEPs.

- Universities have a relatively large labour force and a large program budget compared to organizations in the combined sector.

- Contacts with the program staff by officials in the organizations and representatives of community groups is generally high.

- In general, the achievement of the university sector is 10% less than that for the combined sector in the first seven of the Progress Levels and higher in the next three Progress Levels. The achievement was related to the duration of program operation.

- A higher percentage of universities than of organizations in the combined sector had introduced all six supporting employment initiatives.

- The major accomplishments of EEPs in the university sector included increasing awareness of employment equity issues and the education of the staff and management.

- A marginal increase in women in management and faculty was reported.

- In comparison with the combined sector, a higher percentage of universities include target groups other than women.

- The chief barriers were the negative attitude of the staff, lack of knowledge of employment equity issues, lack of commitment by senior management and lack of resources for program staff.

- Lack of financial resources to hire new scholars in competition with the U.S.A. and lack of available candidates in non-traditional disciplines were cited as additional barriers.

2. COLLEGE SECTOR

Background

The Ministry of Colleges and Universities issued the first set of affirmative action guidelines in 1976. Since then some form of affirmative action program including both employment and education initiatives has been in operation in several colleges.

In 1987, almost half (48.4%) of all the employees in Colleges were women and 37.8% in the faculty group were women. Occupational segregation in support function is reflective of the Ontario labour force with women found largely in traditional job categories:

- Women accounted for very high proportions of the clerical (86.5%) and service (79.8%) categories.
- There were relatively few women in upper level management (12.1%) and middle level management (27.6%).
- Forty-five per cent of all supervisors and 43% of all semi-professionals and technicians were women.
- One-quarter of unskilled manual workers were women.

In 1987, the average salary of female faculty was 92.6% of the average male salary. Women accounted for 92.3% of the employees in the under $20,000 range.*[3]

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[3]* Ministry of Colleges and Universities, Employment Equity in Postsecondary Institutions (February 1989).

A College Committee on Equity in Education and Employment is responsible for coordinating policies related to employment equity and it is one of the 20 committees of the Association of Colleges of Applied Arts and Technology. The Ontario College Information System has comprehensive data on teaching and non-teaching staff.

Participation in the Employment Equity Incentive Fund

All of Ontario's 22 colleges have received incentive funding. In 1987, $1.2 million was made available to colleges for the first time for a three-year period. Prior to the establishment of the Incentive Fund most of the colleges had developed some form of affirmative action program. All 22 colleges participated in the Pre-Evaluation Survey.

A. Organizational Profiles

The major official names used for the EEPs in colleges were Affirmative Action, Employment Equity and Education, Employment Equity, Equal Opportunity Program, Human Resources and/or Personnel Office. The wide-ranging names reflect the evolution of the EEPs during the last ten years under varying contexts and guidelines. (Table 30.)

The colleges had a relatively larger workforce than organizations in the combined sector (Table 28).

	No.	Percentage
Less than 500 employees	6	27.3
500-1000 employees	11	50.0
Over 1000 employees	5	22.7

The EEP budgets for colleges were higher than in the combined sector (Table 29).

	No.	Percentage
Under $35,000	3	13.6
$35,000-$69,999	10	45.5
$70,000-$99,999	5	22.7
$100,000-$299,999	4	18.2

The years of starting some form of affirmative action programs were (Table 31):

	No.	Percentage
1984 or earlier	11	50.0
1985	--	--
1986	2	9.1
1987	9	40.9

The Incentive Fund provided the major impetus for the creation of programs in 11 or 50% of the colleges; organizational initiatives provided the impetus in six or 27% of the colleges (Table 32).

Nearly 36% of the colleges had more than one full-time staff, which was higher than the percentage in the combined sector. Only 40% had less than one full-time staff, compared to 60% in the combined sector (Table 33). The two major titles of the staff were AA/EE/EO Coordinator and Education and Employment Equity Coordinator (Table 34).

Three groups of functions of the EEP coordinators were identified by the respondents. Nearly 40% of them thought that they did a combination of functions such as educating, facilitating, collecting and analysing data and administering the programs. Approximately 27% identified facilitating and

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

COMBINED SECTOR & COLLEGE SECTOR 1988

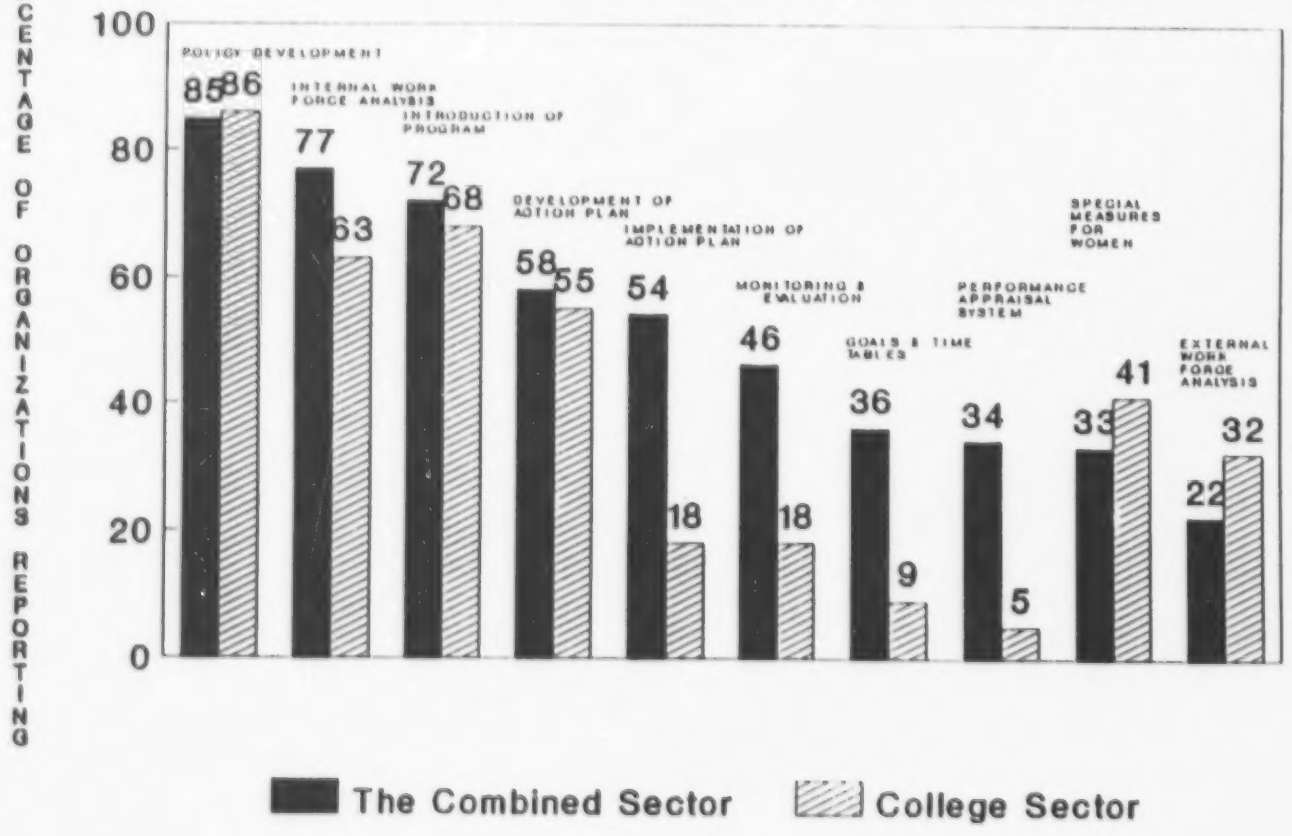

FIGURE 8

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & COLLEGE SECTOR 1988

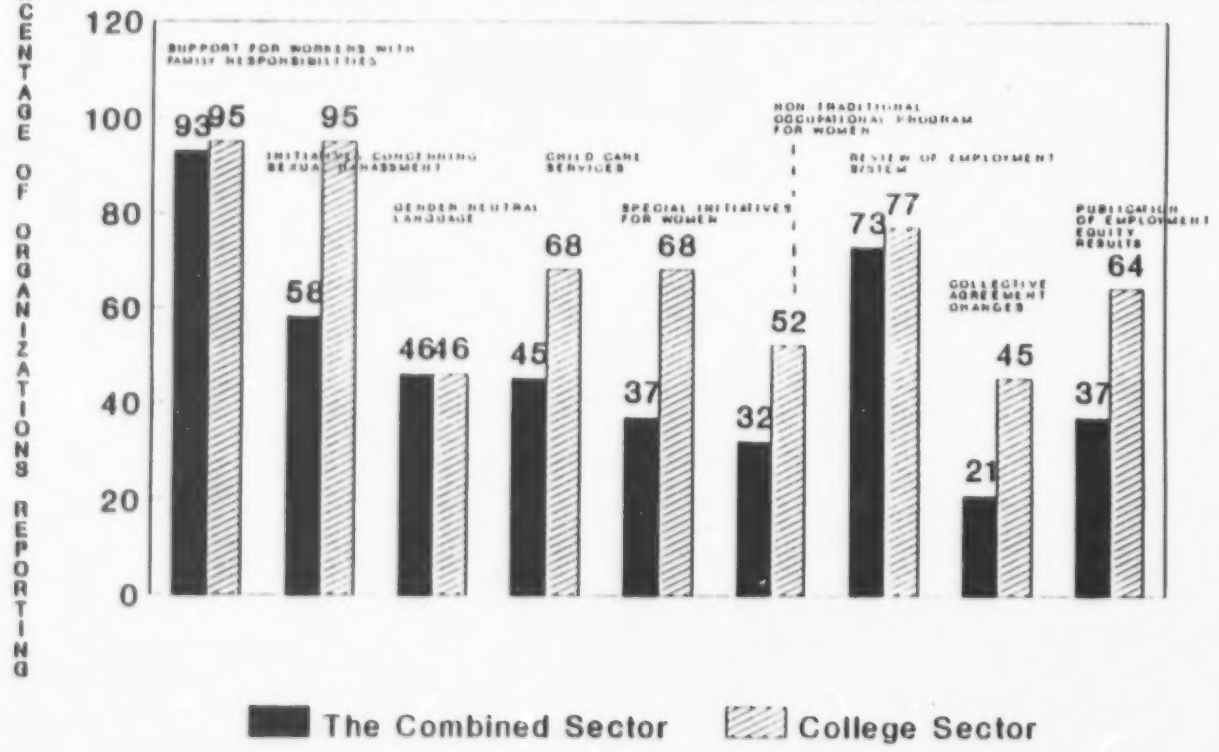

FIGURE 9

educating as the major function and 18% identified collecting and analysing the data as the major function. (Table 35).

The degree of participation by the EEP staff in the in-house committees is an indicator of the integration of the program into the organization. The four most frequently cited committees were: employment equity/equal opportunity committee, management committee, staff selection and recruitment committee and professional development committee. (Table 39).

B. Program Content

Figure 8 shows that after nearly more than a year of operating comprehensive EEPs, a majority of the colleges had completed the first four Progress Levels: namely, policy development, internal workforce analysis, introduction of the program and the development of an action plan. They were planning to develop the next three levels during the second year (Table 41). A high percentage (75-95%) of colleges had developed employment initiatives for workers with family responsibility and for sexual harassment, special initiatives for women, and the review of employment systems. As can be seen in Figure 9, in all areas a higher percentage of colleges had developed initiatives compared to organizations in the combined sector. (Table 41.)

C. Program Context

The percentages of EEP coordinators who had contacts in the range of 70-85% were the CAO/CEO, director of human resources and union representatives. Other major contacts in the range

of 50-55% were with the executive delegate, employment equity advisory committee and community (Table 47).

The government resources used by more than 50% of the colleges include: the OWD, the Canadian Employment and Immigration Commission, ministry employment equity offices, the Ontario Human Rights Commission, the Race Relations Directorate and the Handicapped Employment Program. The non-government sources used by more than 50% of the colleges include: employment equity networks, programs of other institutions and professional associations. (Table 48.)

Nearly 55% of the colleges reported that they found the following program materials most useful in promoting employment equity: the film Women in Ontario, OWD publications and the resource book Managing Employment Equity. In addition, colleges used public sector program staff including senior management staff as speakers at seminars and conferences (Table 50).

D. Program Expectations

Heightened awareness of employment equity issues was mentioned as the most important accomplishment by 36% of the colleges. Nearly 22% considered collection and analysis of data and improvement in the employment system as accomplishments. (Table 51.) One respondent quoted from a report by a consultant: "A mature program well understood by managers and staff."

Another respondent, pointing to the results of a program, said, "The Administrative Development Program resulted in the appointment of three female management staff and two senior

support staff, one woman changing her career goals and another one returning to school for further education."

Barriers

Colleges reported the same barriers as universities. They included negative attitudes, lack of knowledge on employment equity issues, lack of support/legislation from the government, lack of senior management commitment. In addition, two colleges experienced lack of commitment and resistance from the union. One college felt that the province-wide bargaining system did not provide opportunity for control by individual colleges. (Table 52.)

Over 40% of the colleges expanded their program to include racial and ethnic minorities, persons with disabilities and aboriginal peoples, and 22% of the colleges had programs for Francophones.

Existing programs for target groups other than women in colleges included retraining programs, a race relations policy, training for management, outreach recruitment and education equity initiatives. Nearly 45% of the colleges did not respond to the question on target groups other than women. (Table 55.)

The colleges made a number of interesting suggestions on specific programs necessary to implement employment equity for target groups other than women. They included: staff awareness training programs, preferential hiring and outreach recruitment, data collection and analysis and the establishment of incentive funding (Table 56).

Summary

- All of the 22 colleges had received incentive funding. Some form of afffirmative action/employment equity strategies had been operating in most colleges since 1976 following the guidelines of the Ministry of Colleges and Universities. Eleven colleges (50%) said that incentive funding was the chief impetus for starting comprehensive EEPs.

- The coordinators of EEPs described their function as including a wide range of responsibilities, such as educating, facilitating, analysing data and administering the programs.

- During the first year of operation most colleges had developed policy, analysed data and introduced the EEPs. A higher percentages of colleges than organizations in the combined sector had developed supporting employment equity initiatives and conducted a review of employment systems.

- Heightened awareness of employment equity issues, the education of staff and management, and collection and analysis of the workforce data were considered accomplishments by the colleges.

- Negative attitudes, lack of knowledge of employment equity issues, lack of support in the form of legislation from the government and lack of commitment by senior management were stated as major barriers.

- A substantial number of colleges had expanded the EEP to include target groups other than women.

- The patterns of accomplishments, barriers encountered and expansion of EEPs were similar for universities and colleges.

3. SCHOOL BOARD SECTOR

Background

Women make up about 54% of the educational workforce in Ontario school boards but are distributed disproportionately in many occupational categories. In 1986, women accounted for 73% of elementary school teachers and 38% of secondary school teachers. They are underrepresented in positions of added responsibility. For example, only two of the 118 directors of education and 57 (8.1%) of the 707 supervisory officers are women. Women are also overrepresented in traditional occupational groups:

- 94.3% of the teacher-aides were women.
- 96.5% of the clerical and secretarial staff were women.
- 85.4% of the staff responsible for transportation, food services, and plant maintenance and operations were male.

Approximately 55 per cent of all male supervisory officers earned $69,000 or more whereas only about 46 per cent of all female supervisory officers were in that salary range. In the higher income group, 19.4% of all men and only 1.9% of all women received salaries of $72,000 or higher.

In recent years modest increases were recorded in the numbers of women in positions of added responsibility. Although increasing numbers of women are qualified for and interested in positions as supervisors and principals, comparatively few women have been appointed to these positions. In 47 school

boards 30% or more female representation has been achieved in specified positions of added responsibility.*[4]

There has been strong encouragement and support from the Ministry of Education for establishing EEPs. In 1973, the Ministry of Education through a series of memoranda and letters requested the school boards to establish a voluntary affirmative action program to increase women's representation in senior-level positions. In 1984 when the Employment Equity Incentive Fund was established, the Minister of Education formally requested the school boards to adopt a comprehensive affirmative action plan for women employees. The 1987 Omnibus Bill to Amend the Education Act which received Royal Assent in February 1989 contains a clause empowering the Minister of Education to require school boards to establish and maintain a policy of affirmative action for women.

Participation in Incentive Funding

There are 183 school boards with a total of approximately 133,000 full-time employees. Of the 128 boards with more than 100 employees, 102 or 81% have received employment equity incentive funds. Prior to the establishment of the Incentive Fund there were only 19 boards with employment equity initiatives. Between 1984 and 1986 approximately $2 million in incentive funds was distributed to school boards. In December 1986, the fund was extended by $3.5 million for an additional three-year period. Forty-seven school boards have come to the end of a three-year funding period. In the view of some EEP

4* Ministry of Education, The Status of Women and Affirmative Action/Employment Equity in Ontario School Boards (December 1987).

coordinators, the end of funding may result in the loss of a high profile for the program and commitment in some boards.

Amounts offered to boards are $20,000 during the first year, $18,000 during the second year and $15,000 during the third year plus $3,000 for needs assessments anytime during the three years. In addition to the amounts offered, the board must commit an additional 25% from its own funds.

Those grants are distributed to specific school boards to undertake employment equity initiatives such as needs assessments, hiring a coordinator, or, if a program is already in existence, special projects. In subsequent years funding is contingent on receipt and approval of annual reports.

A. Organizational Profiles

Out of the 102 school boards which received incentive funding, 87 with EEPs responded to the Pre-Evaluation Survey.

The workforce in school boards varies in size. A total of 47% of the school boards in the Pre-Evaluation Survey were large, with over 1000 employees each; 22% had between 500 and 1000 employees; and 31% had fewer than 500 employees.

The EEPs were introduced into these school boards in different years:

	No.	Percentage
1985 or earlier	17	19.5
1985	28	32.2
1986	13	14.9
1987	21	24.1
1988	5	5.6
No reponse		3.7

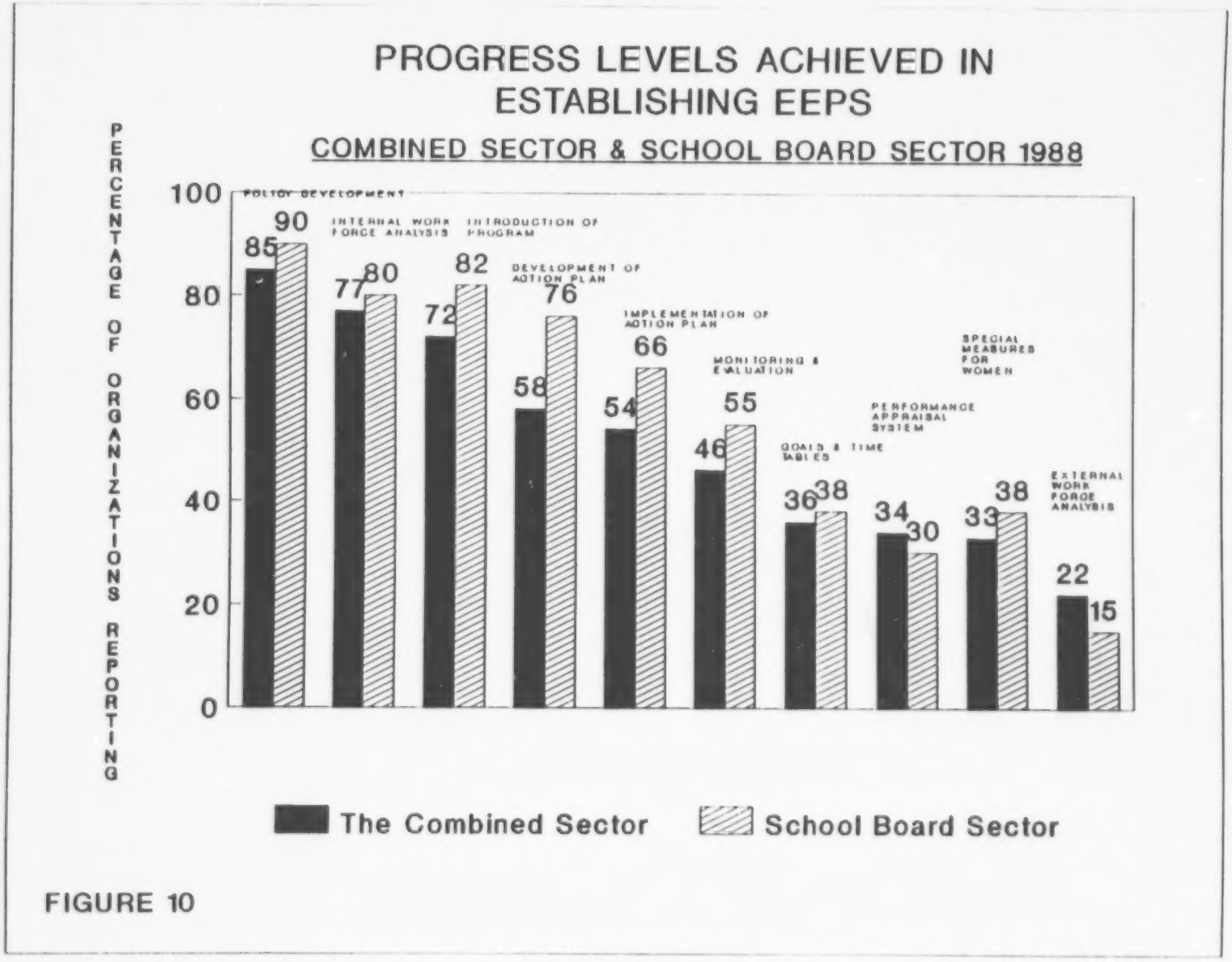
PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS
COMBINED SECTOR & SCHOOL BOARD SECTOR 1988
PERCENTAGE OF ORGANIZATIONS REPORTING
100
80
60
40
20
0
POLICY DEVELOPMENT
INTERNAL WORK FORCE ANALYSIS
INTRODUCTION OF PROGRAM
DEVELOPMENT OF ACTION PLAN
IMPLEMENTATION OF ACTION PLAN
MONITORING & EVALUATION
GOALS & TIME TABLES
PERFORMANCE APPRAISAL SYSTEM
SPECIAL MEASURES FOR WOMEN
EXTERNAL WORK FORCE ANALYSIS
85
90
77
80
72
82
58
76
54
66
46
55
36
38
34
30
33
38
22
15
The Combined Sector
School Board Sector

FIGURE 10

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & SCHOOL BOARD SECTOR 1988

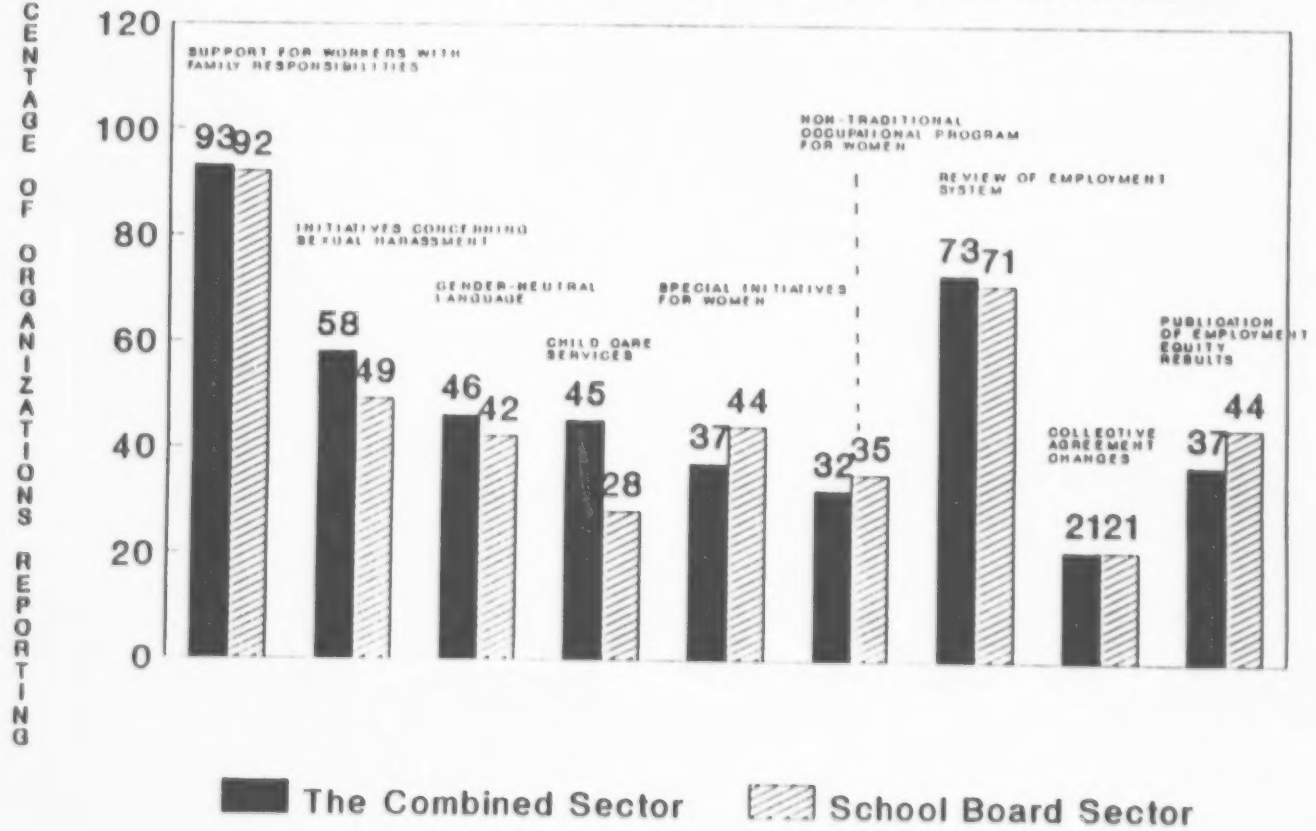

FIGURE 11

School boards had low budgets for EEPs: nearly 60% had less than $35,000 each and employed less than one full-time staff.

Nearly 46% of the EEP staff were in permanent positions or seconded to permanent positions.

The school board sector had the highest rate of participation in incentive funds. Some 55 or 63% of school boards stated that the Incentive Fund was the major impetus for the creation of EEPs. Other sources of encouragement identified were employee initiatives, cited by 22%, and organizational initiatives, cited by 13%.

In a large percentage (63%) of the school boards, the EEP coordinators reported to the CAO/CEO and in 22% of the school boards they reported to the manager of human resources (Table 38).

There was wide participation by EEP coordinators in a number of committees in the school boards. Most frequently these were committees relating to employment/education, equal opportunity, staff professional development, and multicultural and race relations issues (Table 39).

B. Program Content

Figure 10 shows a comparison between the Progress Level attainment of school boards and that of organizations in the combined sector. It shows that a higher percentage of school boards had achieved five Progress Levels. Their achievement in four other levels was the same as the average for the combined sector. However, school boards were slightly behind in external workforce analysis. Figure 11 shows that the

achievement of school boards and organizations in the combined sector was more or less the same in establishing supporting employment initiatives.

C. Program Context

A high level of participation in EEPs in the school boards was indicated by the CAO/CEO, union representatives, the EE advisory committee, the director of human resources, community groups and professional associations. This level of participation was higher than the level of participation in the EEPs in the combined sector. (Table 47.)

The three most frequently used government resources were: the OWD by 98% of the school boards, the Ontario Human Rights Commission by 74%, and the Ministry of Education Employment Equity Office by 60%.

The most frequently used non-government resources were: employment equity networks (88%), EEPs of other institutions (75%), and professional associations (73%).

The most useful materials in promoting employment equity according to the respondents were the OWD film Women in Ontario, OWD publications and films, and publications from a wide variety of sources (Table 49).

Nearly 56% of the school boards used public sector program staff and 3?% used private consultants as speakers on employment equity at seminars and conferences.

Program Expectations

The three major accomplishments were heightened awareness of employment equity among the staff and management (30%), policy and procedural changes (14%) and improvements in the employment system (15%); and an increase in employment of underrepresented groups (9%) (Table 51).

The following comments from the EEP coordinators indicate the type of understanding of employment equity issues that were considered accomplishments:

> "Educating brought out some of the myths of equality."
>
> "The realization that the program works for the benefit of the entire system."
>
> "The realization that women do not have equitable environment and changes would make life fairer to both men and women."
>
> "Bringing the issue of equality to the forefront and credibility to board policy and the expectation that all staff participate in improving equality."
>
> "The realization that the issue will not go away and must be addressed."

Policy and procedural changes and improvements in the employment system cited by EEP coordinators included programs and initiatives that were considered accomplishments:

- interview skills program;

- leadership program for secondary school teaching staff;
- training programs for interviewing for managers;
- awareness building program.

Increase in employment of underrepresented groups included:

> "Significant increase in the number and proportion of women in positions of vice-principal, principal and supervisory officer in the past two years."

> "In one year, there was a 10% increase in the number of women holding leadership positions. Currently 50% of the leadership positions are held by women. We outperformed all boards in every leadership category."

Barriers

The four major categories of barriers described by the respondents were:

- negative attitude of the staff;
- lack of knowledge of employment equity issues;
- lack of commitment by senior management; and
- lack of commitment, in some cases resistance, from the union.

The coordinators made the following comments on the wide-ranging negative attitudes (Table 52):

> "Attitude of the senior management that we do not have this problem -- this does not apply to us."

"Sex-role stereotyping of leadership in the secondary schools."

"There is no interest among secondary school women teaching staff to form an association to fight for issues relating to women, as in the Federation of Women [elementary school] Teachers' Associations of Ontario."

"Equality issues will go away when the incentive funding, a one-time thing, goes away."

Some of the negative attitudes spring from the fear that "unqualified persons would be promoted," "job shadowing program is only for women," "it is for women at the expense of men," "it is a backward step" (younger women teachers), "it is reverse discrimination" (younger male staff). Lack of senior management commitment is evident in the "purposeful vagueness of management accountability, vagueness of program goals, lack of opportunity to meet with trustees and managers in the system, lack of information to staff, and lack of time from other staff".

Other barriers included lack of support from some women's groups, difficulty in working with the human resources division, and lack of opportunity to hire new staff.

Expansion of Program

As regards expansion of EEPs, one in three school boards had included as target groups racial and ethnic minorities, one in five included persons with disabilities and one in six included aboriginal peoples. Only five school boards mentioned francophones as a target group. (Table 53.)

Summary

- A total of 87 or 85% of the school boards with EEPs took part in the Pre-Evaluation Survey.

- The workforce in the school boards varies in size; nearly half had more than 1000 employees.

- The school board EEPs had relatively low budgets; nearly 60% had less than $35,000.
- Only 46% of the program staff were in permanent positions or seconded to permanent positions.

- The school board sector had the highest participation in incentive funding.

- A total of 102 of the eligible 128 school boards had received incentive funding and 60% of the school boards said that incentive funding was the major impetus for the creation of the EEPs.

- A majority (63%) of the EEP coordinators reported to the CAO.

- A higher percentage of school boards than of organizations in the combined sector had achieved five Progress Levels. However, in establishing supporting employment initiatives, achievement of the school sector was the same as for the combined sector.

- The major accomplishments of the school boards were the heightened awareness of employment equity, educating the

staff and management, policy and procedural changes, and an increase in women in positions of added responsibility.

- The major barriers encountered by school boards were negative attitudes of the staff, lack of knowledge of employment equity issues, lack of commitment by senior management, and lack of commitment by the union.

- A smaller percentage of school boards had specific programs for target groups other than women compared to organizations in the combined sector.

4. MUNICIPAL SECTOR

Background

There are 839 municipalities in Ontario with approximately 105,000 employees. Only 38 municipalities have 500 or more employees and 738 have under 100 employees. In 1986, 42% of the employees were females. This sector has a high degree of occupational segregation; firefighter and police positions are occupied predominantly by males and clerical positions by females. Of political positions including mayors, council chairs, reeves and controllers, 5-10% are held by women.

A survey of municipalities in 1985 revealed the following gender trends:

- 61% of the professionals and 86% of social and health care workers were women.
- 86% of the clerical and secretarial workers were women.
- 7% of senior management employees and 24% of management employees (including supervisory positions) were women.

The average salary of women in senior management, management and the professional group was 75-78% of the average salary of men in these categories. Nearly 86% of women made less than $27,000 per year compared to 51% of the men.*[5]

5* Ministry of Municipal Affairs, Gender Trends in Municipal Employment - Initiatives and Patterns (December 1986).

The Association of Municipalities passed a resolution in 1985 that municipal EEPs should be applicable to all designated groups and not just women. Some municipalities such as the City of Toronto and the City of Ottawa had well-developed EEPs for all designated groups.

Participation in the Incentive Fund

Twenty-four of the 101 municipalities with more than 100 employees have received incentive funding. These municipalities together with another four had undertaken EEPs. Prior to 1987, approximately $700,000 was provided for employment equity activities in the municipal sector. In 1987, the fund was extended by $1.2 million for an additional five-year period. There were only five municipalities with employment equity programs before the fund was established.

Funds are distributed to a specific municipality to undertake employment equity initiatives such as needs assessment or hiring a coordinator, or, if programs are already in existence, to undertake special projects.

The Municipal Employment Equity Program has four program elements:

(1) Development Element - A one-time special grant of $30,000 is offered to municipalities to carry out analyses and to develop an EEP or other directly related project.

(2) Program Continuation Element - The Ontario Government will subsidize 75% of the cost of employing an employment equity coordinator to a maximum of $20,000 per year for two years of the program. A $3,000 grant for needs assessment is offered to municipalities anytime during the three years.

(3) Internship Element - The Ontario Government will provide 50% of employee salaries to a maximum of $10,000 per year for each of the first two years of the program to accelerate the increase in the number of women employed in underrepresented professional and management categories in municipalities. In addition, municipalities can receive a total of $2,000 for training and development.

(4) Technical Assistance Element - The Ontario Government will provide 7% of the cost of travel and accommodation to participate in professional development.

A. Organizational Profiles

Municipalities in this survey had a relatively large workforce: approximately 46% of municipalities employed over 1,000 persons, 25% employed 500-1,000, and 29% employed fewer than 500.

The EEP budget distribution was similar to that in the combined sector: that is, 57% of the municipalities had a budget of less than $35,000. Nearly 67% of the municipal sector EEPs had one or less than one full-time staff.

A total of 24 or 86% of municipalities had permanent staff. Municipalities started their EEPs in different years.

	No.	Percentage
1984 or earlier	10	35.7
1985	6	21.4
1986	4	14.3
1987	5	17.9
1988	1	3.6
No response	2	7.1

B. Program Content

Figure 12 shows that 64-71% of the municipal sector organizations had achieved the first three Progress Levels: policy development, internal workforce analysis and the introduction of the program. Nearly half of the municipalities had introduced the other two levels, implementation of the action plan and monitoring and evaluation. In the next four Progress Levels the achievement of the municipal sector was comparable to that of the combined sector. (Table 40.)

Figure 13 shows that the municipal sector performed as well as the combined sector in establishing four initiatives: support for workers with family responsibilities, non-traditional occupational programs for women, review of employment systems and special initiatives for women. They performed better in making changes in collective agreements and publication of employment equity results. (Table 41.)

C. Program Context

The most frequent contacts by the EEPs of the municipal sector were with the director of human resources, union

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

COMBINED SECTOR & MUNICIPAL SECTOR 1988

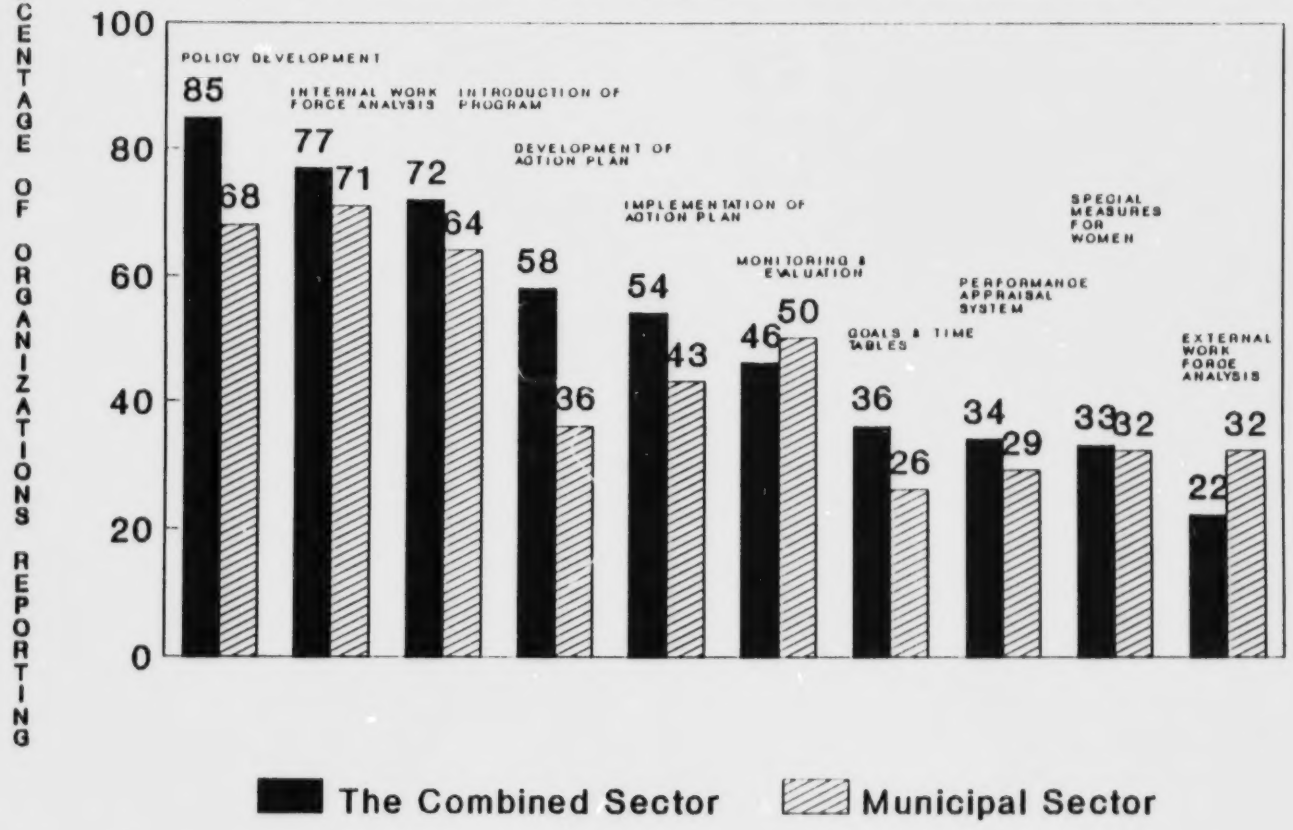

FIGURE 12

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & MUNICIPAL SECTOR 1988

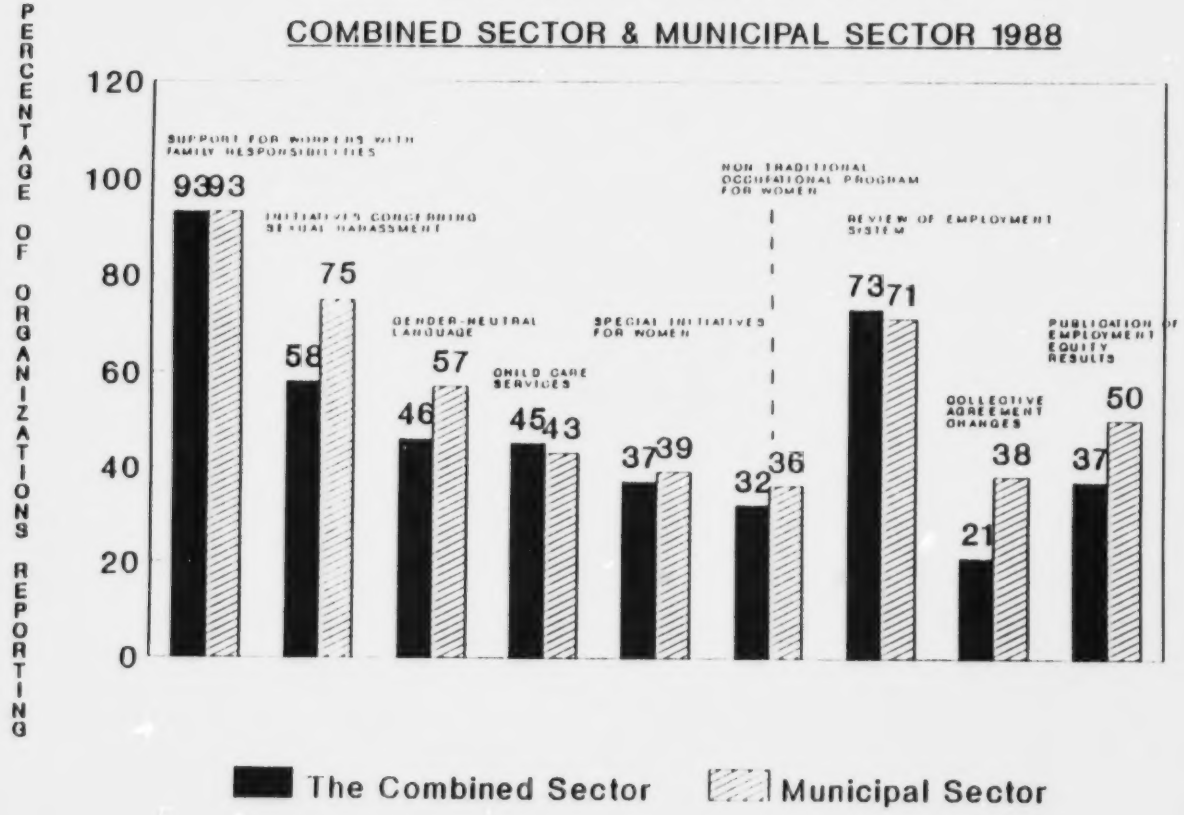

FIGURE 13

representatives, the CAO/CEO, community groups, women's organizations and external consultants. The percentage of municipalities with contacts with those sources was higher than the percentage of organizations in the combined sector.

The three most frequently used government resources were the Ontario Human Rights Commission, the OWD and the Canadian Employment and Immigration Commission. The three most frequently used non-government resources were employment equity networks, professional associations and the EEPs of other institutions. (Table 48.)
The municipal sector identified OWD publications and the OWD resource book Achieving Employment Equity and other publications and films as the most useful materials in promoting employment equity (Table 49).

D. Program Expectations

Accomplishments

The municipal sector reported achievements in establishing processes as well as goals.

Some of the major processes considered as accomplishments by eight municipalities were heightened awareness and education of the staff and management, and policy and procedural changes. Other processes considered important were achievement of certain Progress Levels such as the acceptance of the program, collection and analysis of data, and review of employment systems. (Table 51.)

Additional processes included the expansion of employment equity to cover municipal agencies and the introduction of a

contract compliance program. Even remaining in the program for ten years was considered an accomplishment in itself. The achievement of goals was reported by two municipalities only. This achievement was the increase in the employment of underrepresented groups in certain occupations.

The following comments from EEP coordinators illustrate the wide range of subjective considerations and activities which gave a sense of accomplishment:

> "The management is aware of human rights issues and their responsibilities under the Human Rights Code. Further, the introduction of comprehensive management training programs, an internal human rights complaints process and a workplace harassment policy clearly identifies managers' responsibilities."
>
> "Creation of a good/fair management system, emphasis on the ability to do the job."
>
> "We have done something towards employment equity in spite of severe opposition by the Council."
>
> "Removing distinction between office, technical and management positions; now all in one system."
>
> "Giving everyone a job description and reason for the level of their salary."
>
> "The number of women employed more than doubled during the last 9 years; now 40% of the women are employed in non-traditional blue-collar jobs."

"Women in road crews and engineering management positions and men in nursing supervisory positions."

"Launching of a successful firefighter outreach program for women and minorities."

"Establishing employment equity network for women."

Barriers

The four major groups of barriers encountered by the municipal sector were the same barriers encountered by the combined sector. These were lack of senior management commitment to EEPs, negative attitudes of the staff, lack of knowledge of employment equity issues and inadequate support, resources and training for the program staff. Other barriers reported include union resistance, relative autonomy of the operating departments, and an absence of legislative framework. Nearly 43% of the municipalities did not respond to the question on barriers. (Table 52.) In regards to lack of commitment by senior management, respondents said,

"The inordinate amount of time that it takes human resources staff persons to accept and implement the changes required under the EEP is a barrier."

"Without a change in the attitude of the senior management all will be less than useful."

"Difficulty in moving from the human rights compliance mode to proactive position."

> "Attitudes, collective agreements, unions, and the management process act as barriers."

Pointing out the lack of support from the government in the form of legislation, one respondent said,

> "Municipalities have not been challenged to employment equity by the provincial government and the Ministry of Municipal Affairs."

Other comments on lack of adequate knowledge of employment equity included:

> "Lack of published policy, fear of quotas, lack of framework for developing action plan."

Commenting on the inadequate staff resources (40% of the municipalities had less than one full-time staff and 30% had one full-time staff), respondents noted,

> "The incumbent is required to do strategic planning and the implementation of the various aspects of the program."

> "Lack of training dollars and insufficient training resources."

Expansion

The municipal sector was a leader in introducing policies to include target groups other than women in EEPs. In 1988 a high percentage (61-64%) had included racial and ethnic minorities and persons with disabilities. Aboriginal peoples were included by 29% and Francophones by 14%; thus a higher

percentage of municipalities than of the combined sector included those target groups (Table 53).

There were other significant efforts at expansion. One municipality had included municipal agencies in its EEP and had also established a contract compliance program as an element of employment equity.

Summary

- The most significant feature of the municipal sector is its diversity in size and in the degree of commitment of the senior management. This is reflected in the fact that some large urban municipalities were leaders in establishing well-developed programs for all designated groups before the advent of the Incentive Fund. On the other hand some smaller municipalities encountered formidable barriers due to lack of senior management commitment and staff resources.

- Municipalities which started EEPs before 1984 had completed most of the Progress Levels and the introduction of supporting employment equity initiatives.

- The accomplishments of the municipal sector are varied. Some municipalities had increased the number of women in non-traditional occupational groups, and most had increased the number of employees from other target groups. As had other sectors, municipalities had increased awareness of employment equity issues and the education of staff and management.

- Major barriers for advancement of EEPs were lack of commitment by senior management and inadequate staff resources. The EEP coordinators felt strongly that without senior management support, all other efforts would not achieve employment equity.

5. HOSPITAL SECTOR

Background

There are 222 public hospitals in the province: 136 have 100 beds or more; 86 have fewer than 100 beds. In total there are approximately 150,000 employees in the hospital sector. The hospital staff are nearly 84% female (excluding physicians). Of the executive and senior management positions 62% are held by men. Two occupational groups in hospitals are almost totally female: nurses (98% female) and secretarial and clerical staff (98% female). On the other hand 98% of employees in maintenance and trade occupations are male. Men dominate the higher-income groups; 64-85% of those annually earning $48,000 and up were male.*[6]

Participation in Incentive Fund

Prior to the establishment of the Incentive Fund there were no comprehensive programs or initiatives in the hospitals. A total of 135 or 90% of the hospitals with more than 100 beds and 31 or 36% of the hospitals with fewer than 100 beds had received incentive funding. Altogether 154 hospitals, representing 69% of all hospitals (222) in Ontario, were funded. A sum of $2.9 million has been allocated to the hospital sector.

Since the introduction of the Incentive Fund there has been a significant increase in the number of hospitals with EEPs. Five hospitals have received funding for prototype projects:

6* Ministry of Health, Employment Equity - Ontario Public Hospital News (January 1989).

1. The development of an employment-equity-sensitive human resource information system by Sunnybrook Medical Centre.

2. The development of a guide to bias-free interviews, performance appraisals and career counselling by Women's College Hospital.

3. The development of a guide to staff education programs and communications strategy by Kingston General Hospital.

4. A regional employment equity program for all Ontario hospitals by Penetanguishene General Hospital.

5. A comprehensive employment equity model for hospitals by Ottawa Civic Hospital.

During the last two years the hospital sector has been focusing on needs assessment, periodic surveys of the hospital workforce, the development of EEPs and the provision of communications and support for these activities.

A. Organizational Profiles

Out of the total of 123 hospitals which received incentive funding, 79 participated in the survey. In general the size of the workforce is larger than in the organizations in the combined sector.

	No.	Percentage
Less than 500 employees	28	35.4
500-1000 employees	23	29.2
Over 1000 employees	28	35.4

The hospitals started their EEPs in the following years:

	No.	Percentage
1984 or earlier	3	3.8
1985	4	5.1
1986	26	32.9
1987	38	48.1
1988	6	7.6
No response	2	2.5

	No.	Percentage
Under $35,000	61	77.2
$35,000-$69,999	11	13.9
$70,000-$99,999	1	1.3
$100,000-$299,999	1	1.3
No response	5	6.3

A higher percentage of the hospitals (77%) than of the combined sector (60%) had an EEP budget of less than $35,000. The pattern of the budget is reflected in the number of program staff. Over 76% of the hospitals had less than one full-time staff, compared to 60% with less than one full-time staff in the combined sector. Among the rest of the hospitals 16.5% had one full-time staff and 6.3% had more than one full-time staff. However, over 80% of the EEP staff reported that they held permanent positions or were seconded to permanent positions. This percentage compares favourably with 52% permanent staff in the combined sector. The Incentive Fund was the major impetus for creating EEPs in 79% of the hospitals and organizational initiatives the major impetus in 15% of the hospitals (Table 32).

The largest percentage (46%) of the EEP coordinators reported to manager of human resources; a smaller percentage (40%) reported to the CAO/CEO; and 9% reported to the vice-president or the executive director of a branch. Three program coordinators reported to the hospital board. (Table 38.)

B. Program Content

Figure 14 shows that a high percentage (62-87%) had achieved the first three Progress Levels: namely, policy development, internal workforce analysis, and the introduction of the EEP. Only 47% said that they had developed action plans, 53% had started implementation of the action plan, 44% establishing goals and timetables, 46% had introduced a performance appraisal system. It is important to note that despite the large female workforce only 18% had begun to develop special measures for women.

Figure 15 shows the hospital sector was 15-25% behind the combined sector in establishing initiatives concerning sexual harassment, special initiatives for women, and non-traditional occupational programs for women.

C. Program Context

The EEP office was most likely to have regular contact with the director of human resources (88%), the CAO/CEO (77%), the executive delegate/vice-president (60%) and union representatives (43%). This pattern indicates a relatively lower rate of contact than in the combined sector. (Table 47.)

The government resources most frequently used by program staff were: the OWD, the Ontario Human Rights Commission and the Ministry of Health Employment Equity Office. The three most frequently used non-government resources included programs of other institutions, employment equity networks and external consultants. (Table 48.)

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

COMBINED SECTOR & HOSPITAL SECTOR 1988

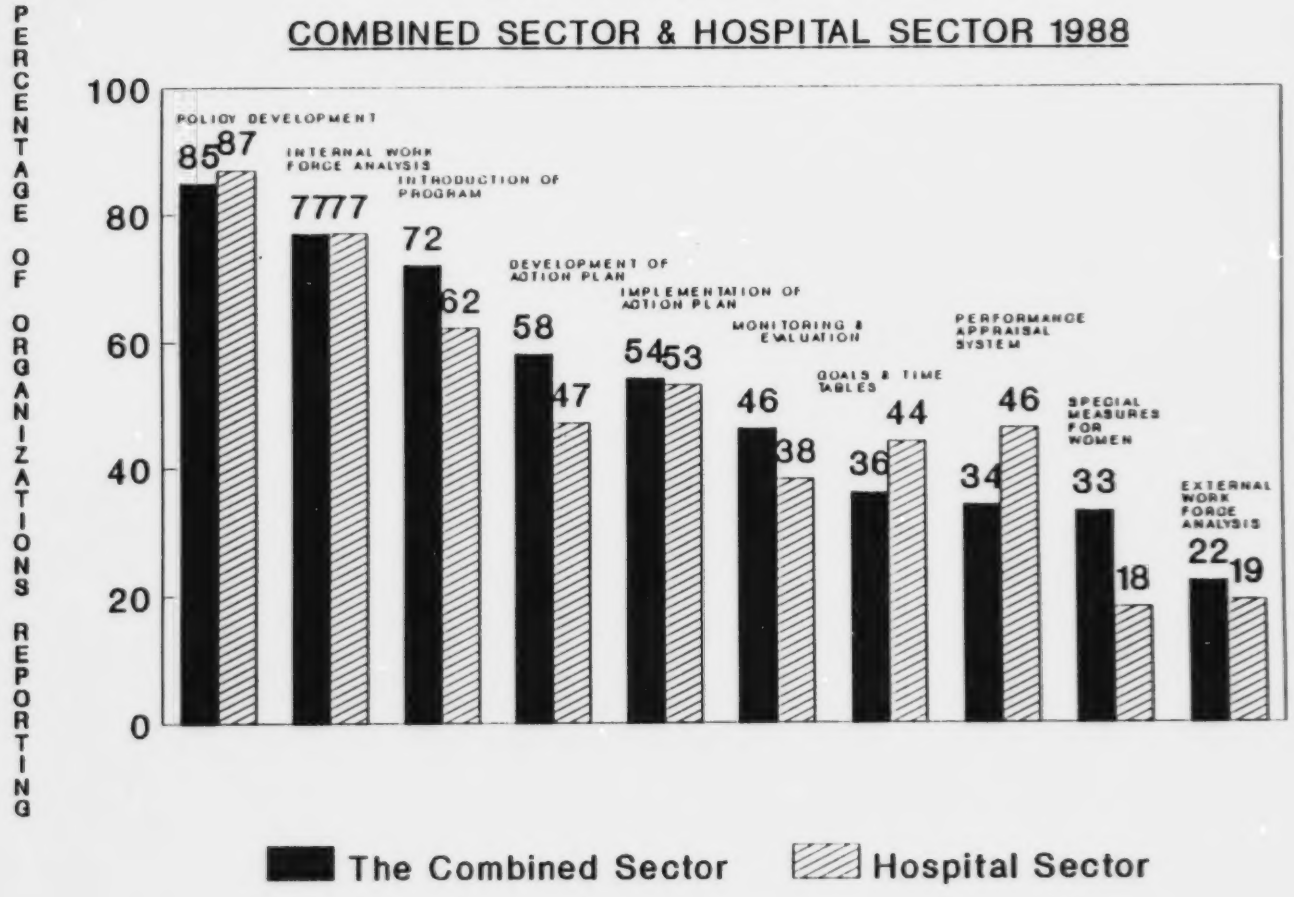

FIGURE 14

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & HOSPITAL SECTOR 1988

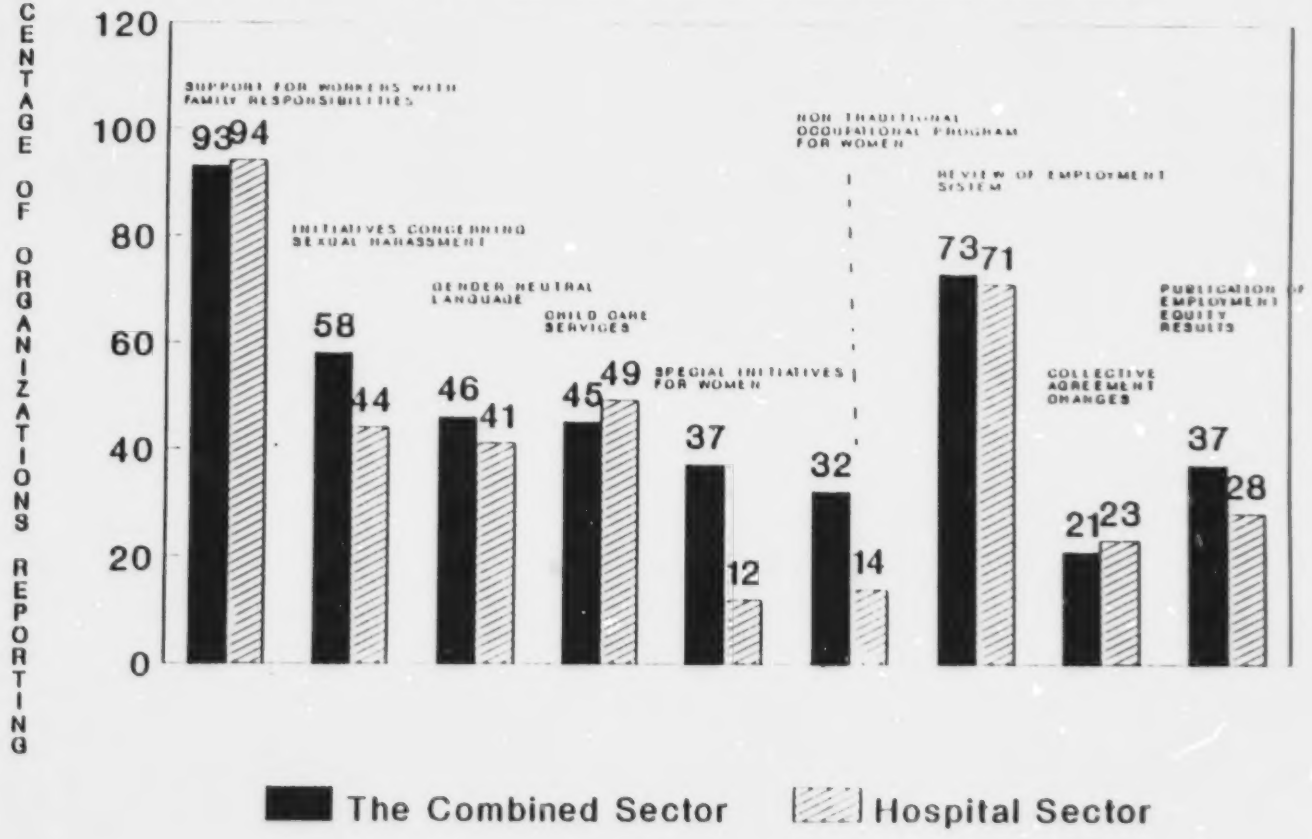

FIGURE 15

D. Program Expectations

Heightened awareness of employment equity issues and education of staff and management were considered the most important accomplishments (Table 51). Several EEP coordinators made the following comments regarding the increasing understanding of equity issues:

"Have become aware of discriminatory practices."

"Employment equity is an important component of human resources function."

"Hiring an employment equity coordinator and the enthusiasm of the staff is in itself an accomplishment."

"Change in attitude regarding equality, that is women are equal to men."

"Heightened awareness of employment equity in 23 hospitals in the region."

Barriers

Lack of staff time (22%) and inadequate resources and training for staff (20%) were considered major barriers by 42% of the hospitals. Nearly 25% mentioned other barriers such as negative staff attitudes, lack of knowledge of employment equity issues and the lack of senior management commitment. (Table 52.) Commenting on the negative attitudes several EEP coordinators added:

"Administration and certain senior management staff perceive employment equity to be a non-issue. Others quietly and subversively remain passive."
"Not seeing the purpose or rationale for the program."

"Men are afraid that women would take over their jobs."

"Not aware of the concept of equity."

"There are many problems in the hospitals needing more attention than employment equity."

Misconceptions about employment equity were indicated by the following comments:

"Employment equity for women itself is discriminatory."

"To incorporate employment equity is to admit a problem."

"Fear that employment equity is other than what it really is."

"Difficulty in separating pay equity from employment equity."

Expansion of the Program

Around 30% of the hospitals included racial and ethnic minorities and persons with disabilities as target groups, 17% included aboriginal peoples and 10% included Francophones.

Summary

- The size of the workforce in hospitals is larger than the average size of the workforce in the combined sector. Approximately 77% of the hospital sector had a low program budget of less than $35,000. Nearly 77% of the EEPs had less than one full-time staff.

- A large majority (79%) stated that incentive funding was the major impetus for creating EEPs in the hospitals.

- A high percentage (62-87%) had achieved the first three Progress Levels; 50% of the hospitals had developed action plans and 40% had started implementing them. The hospital sector was 15-25% behind the combined sector in establishing initiatives concerning sexual harassment, non-traditional occupational programs and special measures for women.

- Heightened awareness of employment equity issues and the education of staff and management were considered the most important accomplishments.

- Inadequate number of staff, lack of resources and training for the staff, lack of knowledge of employment equity issues and the lack of senior management commitment were cited as important barriers.

- A smaller percentage (10-30%) of hospitals than of organizations in the combined sector had programs for other target groups.

6. CROWN AGENCY SECTOR

Background

Agencies, boards and commissions are organizational units with ongoing responsibilities formally established by a specific Ontario statute, order-in-council or regulation. Some or all of the members are appointed by the government.

There are 197 Ontario agencies, boards and commissions with approximately 50,000 employees.

There are 125 Schedule I Crown agencies, which are required to adopt EEPs, and 72 Schedule II and III Crown agencies, which are encouraged to introduce EEPs on a voluntary basis. In 1986, 45 Crown agencies in these two categories had adopted some form of employment equity measures on a voluntary basis. Some of the agencies are advisory boards and commissions with small staff and therefore do not have programs. Ontario Hydro, a Schedule III agency with a workforce of 27,000, was an employment equity award winner in 1986. The Crown agencies are not eligible for the Employment Equity Incentive Fund.

A. Organizational Profiles

The participation rate by Crown agencies in the Pre-Evaluation Survey was relatively low; only 15 out of the 24 agencies to which questionnaires were sent completed them. A total of 11 of these agencies had EEPs.

The size of the workforce in the Crown agency sector was small: Eight had fewer than 500 employees, one had between 500 and 1,000 and two had over 1,000.

Crown agencies started their program in the following years:

	No.
1984 or earlier	5
1985	1
1986	4
1987	1
1988	-
	11

Nine of the Crown agencies had a program budget of less than $35,000; only one agency had over $300,000.

The major impetus for creating an employment equity program was organizational initiatives, cited by eight and employee initiatives cited by seven respondents. Five of the agencies had less than one full-time staff, three had one full-time staff and the other three had more than one full-time staff.

Five EEP coordinators reported to the CAO/CEO, and four to the manager of human resources.

B. Program Content

Figure 16 and Table 40 summarize Progress Levels completed or ongoing. The five Crown agencies which had started some form of employment equity measures in 1984 or earlier had completed seven of the ten Progress Levels and were planning for the next three, namely the external workforce analysis, goals and timetables and special measures for women. The five Crown agencies which had started employment equity programs in 1986 and 1987 had completed the first three Progress Levels and were planning to introduce the next two levels. (Table 40.) Figure 17 shows that the percentage of Crown agencies which had

PROGRESS LEVELS ACHIEVED IN ESTABLISHING EEPS

COMBINED SECTOR & CROWN AGENCY SECTOR 1988

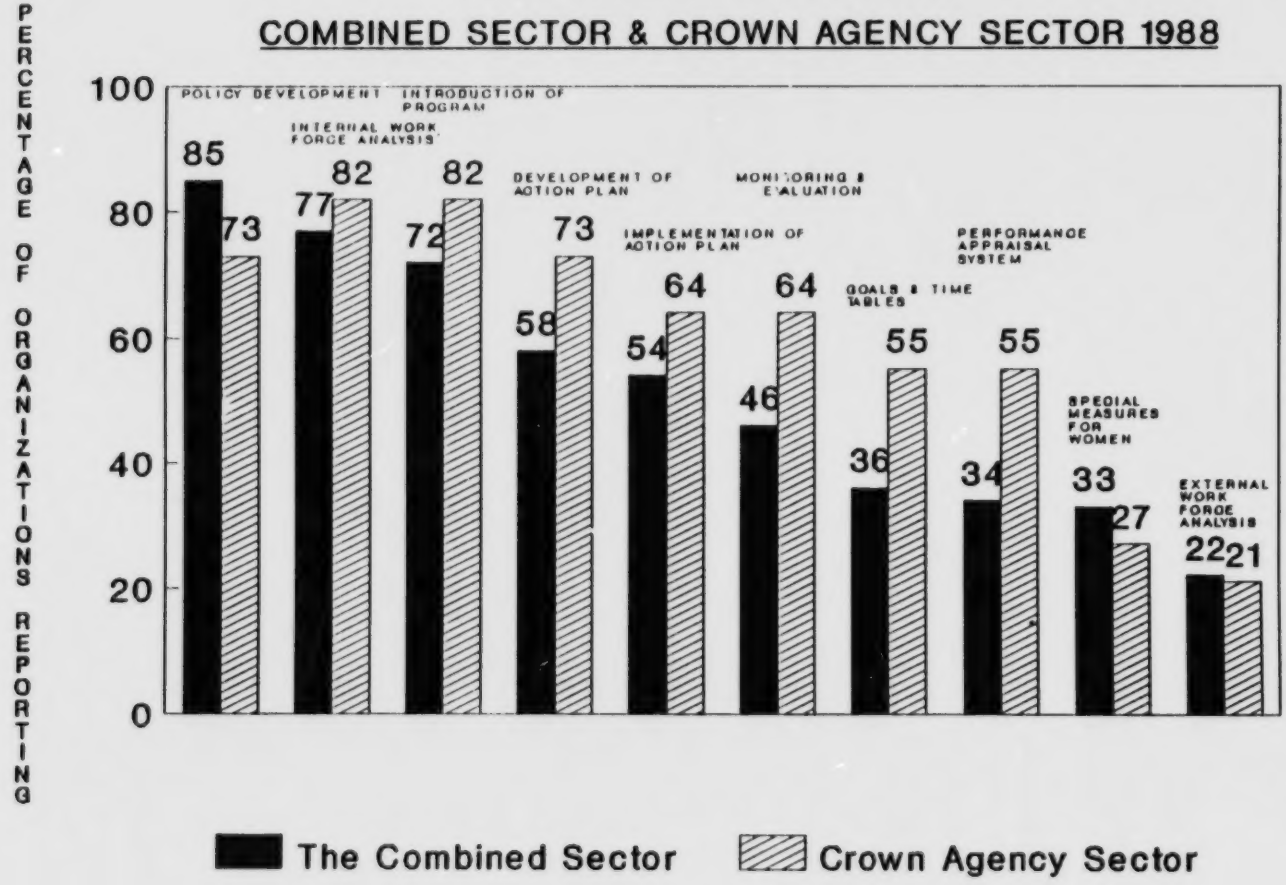

FIGURE 16

DEVELOPMENT OF EMPLOYMENT EQUITY SUPPORT INITIATIVES

COMBINED SECTOR & CROWN AGENCY SECTOR 1988

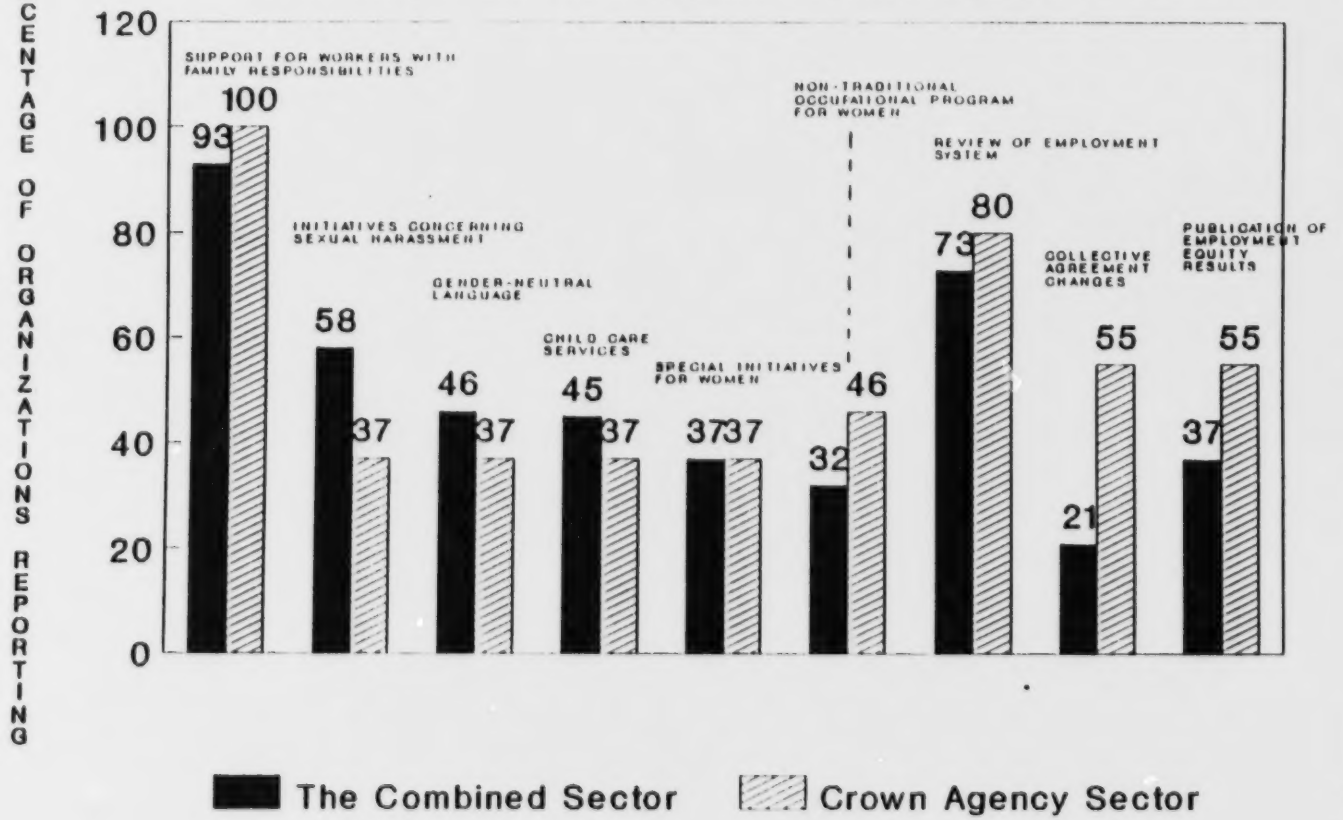

FIGURE 17

developed supporting employment equity initiatives was equal to the percentage that had developed these initiatives in the combined sector. A higher percentage of Crown agencies than organizations in the combined sector had developed initiatives in the areas of non-traditional occupational programs for women and the publication of employment equity results.

C. Program Context

The Crown agencies reported relatively low participation (50%) by the director of human resources, employment equity advisory committees, and external program consultants and high (80%) participation by the CAO/CEO.

The three most frequently used government resources by these agencies were the OWD, the Ontario Human Rights Commission and the Ministry of Health Employment Equity Office (Table 48). The three non-government resources used by Crown agencies were employment equity networks, professional associations and the EEPs of other institutions. Some of the coordinators are members of the municipal sector equity network.

Five of the Crown agencies identified resources most useful for promoting employment equity. They included the OWD publications, the resource book Achieving Employment Equity and other Ontario government publications.

As speakers at seminars and workshops, seven Crown agencies used public sector program staff and three used private consultants.

D. Program Expectations

Accomplishments

The two major groups of accomplishments reported by the Crown agencies were heightened awareness of employment equity issues and the achievement of various levels of progress in the introduction and development of EEPs (Table 51).

Barriers

Crown agencies identified four major barriers they encountered in introducing equity measures. These were lack of senior management commitment, lack of knowledge of employment equity issues among the staff, lack of staff and time and support, and lack of resources and training for EEP staff (Table 52).

Expansion

A higher percentage of Crown agencies than of organizations in the combined sector had included programs for the following target groups:

	No.	Percentage
Racial and ethnic minorities	7	63.6
Persons with disabilities	5	45.5
Aboriginal peoples	5	45.5
Francophones	4	36.4

Summary

- Five of the 11 Crown agencies had some form of employment equity initiatives in 1984 or earlier. The major impetus for starting those initiatives originated from within these organizations. In 1988, these agencies had achieved seven of the ten Progress Levels and were planning for the next three levels.

- Compared to the combined sector, a greater percentage of Crown agencies had introduced supporting employment initiatives particularly in non-traditional occupational training.

- A larger percentage of Crown agencies than of organizations in the combined sector had included other target groups.

PART III
DISCUSSION OF FINDINGS

PART III
DISCUSSION OF FINDINGS

The Pre-Evaluation Survey was intended primarily to obtain descriptive data on how the employment equity programs were being introduced and developed in public sector organizations. However, a further analysis of patterns of the equity processes revealed certain general relationships. The following three major relationships are significant in understanding the general patterns indicated by the survey data:

1. Duration of the programs and the achievement of Progress Levels.
2. The positive effects of the Employment Equity Incentive Fund program.
3. The importance of placement of the EEP within the organization and the reporting relationships of the EEP coordinators.

1. Duration of the Programs and the Achievement of Progress Levels

The patterns of Progress Levels achieved showed a direct relationship between the duration of the program and the progress attained. Table 57 shows that of the programs which started in 1985 or earlier, 40% had developed and implemented action plans. However, smaller percentages (35% and 16%) of EEPs which started later, in 1986 and 1987 respectively reached in 1988 the level of development and implementation of action plans. It appears that most organizations were able to do an analysis of the internal workforce and prepare an action plan, using incentive funds. But when they reached the stage of implementation or establishing performance appraisal systems or goals and timetables or monitoring and evaluation, there

appeared to be a reluctance to introduce the next steps. This pattern warrants further study. (Table 56.)

In general, it takes three years for an organization to complete establishing all ten Progress Levels. This time requirement may vary slightly across the sectors depending on the earlier experience with employment equity measures or the commitment of the related ministry and of the top officials in the organizations. During the first year of EEP operation three Progress Levels (namely, analysis of the internal workforce, development of policy and the introduction of a program) are achieved. During the second year, the next three levels are ongoing or completed (analysis of the external workforce, development of an action plan, and implementation of the action plan). During the third year the last four Progress Levels are ongoing or completed (goals and timetables, establishing a performance appraisal system, and introducing monitoring and evaluation). All organizations did not necessarily follow this clear-cut sequence. There were organizations that developed monitoring and evaluation before establishing goals and timetables.

2. The Positive Effects of the Employment Equity Incentive Fund Program

Incentive fund recipients performed better than non-recipients (11 Crown agencies and 16 organizations from other sectors) in several aspects of introducing EEPs (Table 57). These included: staff in permanent positions, initiatives concerning sexual harassment, special initiatives for women, review of employment systems, improvements in job advertisement and application forms, changes in collective agreements, and use of program resource materials. In two aspects of the employment system non-recipients showed greater achievements.

These were access to training programs in non-traditional occupations and availability of training programs, particularly in organizations which started some form of affirmative action program in 1984 or earlier. In addition to incentive funding, recipients had greater opportunities of making full use of the consultative services of the OWD and of the respective ministries of the Ontario government. They were also able to make greater use of government and non-government sources and of resources of other sectors, particularly through membership in employment equity networks.

3. Importance of the Placement of the EEP within the Organization and the Reporting Relationships of the Program Coordinator

An analysis of the placement of the EEPs in the organizations and of the Progress Levels completed is presented in Table 58. It indicates that EEPs placed in the office of the CEO completed a greater number of Progress Levels than did EEPs placed in the human resources division or in the office of a head of a branch. The advantages of this pattern warrant further investigation. It is important to note that the American employment equity process requires that the top official in the organization be responsible for the implementation of the employment equity program. These survey data support the validity of this requirement.

PART IV
TABLES

TABLE 1

PUBLIC SECTOR EMPLOYMENT EQUITY PROGRAMS
PRE-EVALUATION SURVEY RESPONSE RATES 1988

SECTOR	NUMBER OF QUESTIONNAIRES MAILED OUT TO ORGANIZATIONS *	NUMBER OF COMPLETED QUESTIONNAIRES	RESPONSE RATE	NUMBER WITH EMPLOYMENT EQUITY PROGRAM	NUMBER WITH NO EMPLOYMENT EQUITY PROGRAM
SCHOOL BOARDS	138	97	70%	87	10
HOSPITALS	137	100	73%	79	21
MUNICIPALITIES/ MUNICIPAL AGENCIES	102	75	74%	28	47
COLLEGES	22	22	100%	22	--
UNIVERSITIES	18	18	100%	18	--
CROWN AGENCIES	24	15	63%	11	4
TOTALS	**441**	**327**	**74%**	**245**	**82**

* Includes all organizations with more than 100 employees and hospitals with less than 100 beds.

TABLE 2

RESPONSE RATES FROM EMPLOYMENT EQUITY
INCENTIVE FUND RECIPIENTS 1988

SECTOR	INCENTIVE FUND RECIPIENTS	NUMBER RESPONDED TO THE SURVEY	RESPONSE RATE
SCHOOL BOARDS	102	91	89%
HOSPITALS	135	97	72%
MUNICIPALITIES/ MUNICIPAL AGENCIES	24	16	67%
COLLEGES	22	22	100%
UNIVERSITIES	16	16	100%
CROWN AGENCIES	--	--	--
TOTALS	299	242	81%

TABLE 3

SIZE OF THE PERMANENT WORKFORCE, COMBINED SECTOR 1988

	NO.	PERCENTAGE
Less than 500 employees	78	31.8
500 to 1,000 employees	66	26.9
Over 1,000 employees	101	41.3
TOTAL	245	100.0

TABLE 4

OFFICIAL NAME OF EMPLOYMENT EQUITY PROGRAM/OFFICE, COMBINED SECTOR 1988

NAME	NO.	PERCENTAGE
Affirmative Action/ Employment Equity	130	53.1
Human Resources or Personnel	31	12.7
Equal Opportunity	18	7.3
Employment and Education Equity	13	5.3
Advisor to the President	2	0.8
Employment Equity/ Equal Opportunity Committee	2	0.8
Employment Equity/ Affirmative Action/ Equal Opportunity Advisory Committee	2	0.8
Other	7	2.9
No Response	40	16.3
TOTAL	245	100.0

TABLE 5

YEAR OF STARTING THE EMPLOYMENT EQUITY PROGRAM,
COMBINED SECTOR 1988

YEAR	NO.	PERCENTAGE
1988	13	5.3
1987	77	31.4
1986	57	23.3
1985	40	16.3
1984 or Earlier	51	20.8
No Response	7	2.9
TOTAL	245	100.0

TABLE 6

MAJOR IMPETUS FOR CREATION OF EMPLOYMENT EQUITY PROGRAM, COMBINED SECTOR 1988

SOURCE	NO.	PERCENTAGE
Employment Equity Incentive Fund	136	55.5
Organizational Initiative	52	21.2
Employee Initiative	13	5.3
Initiative by Governing Board or Council	13	5.3
Community Pressure	3	1.3
Municipal Grant	2	0.8
Union/Collective Bargaining	1	0.4
Other	9	3.7
Don't Know	3	1.2
No Response	13	5.3
TOTAL	245	100.0

TABLE 7

TOTAL ANNUAL BUDGET OF EMPLOYMENT EQUITY PROGRAM,
COMBINED SECTOR 1988

BUDGET	NO.	PERCENTAGE
Under $35,000	145	59.2
$35,000 - $69,999	50	20.4
$70,000 - $99,999	21	8.6
$100,000 - $299,999	11	4.5
Over $300,000	5	2.0
No Response	13	5.3
TOTAL	245	100.0

TABLE 8

EMPLOYMENT STATUS OF THE EMPLOYMENT EQUITY STAFF,
COMBINED SECTOR 1988

STATUS	NO.	PERCENTAGE
Permanent	128	52.2
Seconded to a permanent position	28	11.4
Seconded to a non-permanent position	72	29.4
Other	2	0.8
No Respponse	15	6.2
TOTAL	245	100.0

TABLE 9

TITLE OF EMPLOYMENT EQUITY STAFF,
COMBINED SECTOR 1988

TITLE	NO.	PERCENTAGE
AA/EE/EO Coordinator	95	38.8
Human Resources/ Personnel Manager	54	22.0
Executive Director/ President/Vice-President, etc.	25	10.2
AA/EE Coordinator and Other Titles	24	9.8
Education and Employment Equity Coordinator	7	2.9
Employee/Labour Relations Officer	5	2.0
EE/AA/EO Advisor	4	1.6
Advisor to the President	1	0.4
Other	26	10.6
No Response	4	1.7
TOTAL	245	100.0

TABLE 10

DESCRIPTIONS OF EMPLOYMENT EQUITY COORDINATOR'S FUNCTIONS, COMBINED SECTOR 1988

FUNCTION	NO.	PERCENTAGE
Facilitate/Educate	69	28.2
Plan Human Resources	26	10.6
Administer	26	10.6
Collect and Analyse Data	21	8.6
Advise/Consult	18	7.3
Other	6	2.4
All/Combination of the Above	71	29.0
No Response	8	3.3
TOTAL	245	100.0

TABLE 11

EXPECTED DURATION OF EMPLOYMENT
IN THE CURRENT EMPLOYMENT EQUITY POSITION,
COMBINED SECTOR 1988

DURATION	NO.	PERCENTAGE
6 Months or Less	23	9.4
7 to 12 Months	28	11.5
13 to 18 Months	6	2.5
19 to 24 Months	3	1.2
Over 24 Months	25	10.2
No Response	160	65.2
TOTAL	245	100.0

TABLE 12

AREA IN THE ORGANIZATION TO WHICH THE EMPLOYMENT EQUITY OFFICE REPORTS, COMBINED SECTOR 1988

AREA/OFFICE	NO.	PERCENTAGE
CAO/CEO	116	47.3
Human Resources Management	93	38.0
Vice-President/ Executive Director of Branch	19	7.8
* Other	13	5.3
No Response	4	1.6
TOTAL	245	100.0

* Note: Other includes Hospital Board, Manager of Personnel Relations and Finance, Superintendent of Research and Development, and Associate Director.

TABLE 13

EMPLOYMENT EQUITY STAFF PARTICIPATION IN IN-HOUSE COMMITTEES, COMBINED SECTOR 1988

COMMITTEE	NO.	PERCENTAGE
Employment or Education Equity/ Equal Opportunity Committee	74	30.2
Other EE - Related Committees	38	15.5
Other Unrelated Committees	37	15.1
Management Committee/Labour Management Committee	28	11.4
Staff/Professional Development Committee	20	8.2
Multiculturalism/Race Relations Committee	19	7.8
None	18	7.3
Pay Equity Committee	12	4.9
Staff Selection/Recruitment/ Classification Committee	11	4.5
Employee Relations/Staff Affairs Committee	10	4.1
Sexual Harassment Committee	8	3.3
Curriculum/Academic Resource Committee	6	2.4
Other	10	4.1
No Response	83	33.9

Note: Multiple responses were permitted.

TABLE 14

PROGRESS LEVELS ONGOING OR COMPLETED,
COMBINED SECTOR 1988

PROGRESS LEVEL	NO.	PERCENTAGE
Development of a Policy Statement	207	84.5
Preparation/Introduction of Program	173	70.6
Internal Workforce Analysis	188	76.7
External Workforce Analysis	55	22.4
Development of an Employment Equity Action Plan	142	58.0
Implementation of an Employment Equity Action Plan	130	53.1
Establishment of Goals and Timetables	87	35.5
Introduction of Special Measures for Women	79	32.2
Performance Appraisal System Including Employment Equity Accountability for Managers	84	34.3
Monitoring and Evaluation of Progress	110	44.9

Note: The above Progress Levels are not necessarily applicable to all organizations in this sequence.

TABLE 15

RESULTING IMPROVEMENTS RESULTING FROM REVIEW OF THE EMPLOYMENT SYSTEM, COMBINED SECTOR 1988

ELEMENT OF EMPLOYMENT SYSTEM	NO.	PERCENTAGE
Recruitment		
Job Advertising	133	54.7
Internal Job Posting	135	55.6
Inventory of Applicants	77	31.8
Selection		
Job Application Forms	125	51.4
Interviewing Procedures	140	57.6
Reference Checks	68	28.0
Promotion		
Selection Procedures	114	47.1
Performance Evaluation	83	34.2
Access to Management Training	119	49.0
Training		
Access to Training in Non-Traditional Occupations	51	21.0
Availability of Training Programs	118	48.8

Note: Total number of organizations which reviewed the employment system was 178 or 72.6%.

Multiple responses were permitted.

TABLE 16

COLLECTIVE AGREEMENT CHANGES AS A RESULT OF EMPLOYMENT EQUITY PROGRAMS, COMBINED SECTOR 1988

ELEMENT OF EMPLOYMENT SYSTEM	NO.	PERCENTAGE
Gender Neutral Language in Collective Agreements	20	8.9
Better Maternity/Paternity/ Adoption Benefits/Leaves	19	8.5
Article on Discrimination Included	7	3.1
Sexual Harassment Policy/ Complaint Procedures	5	2.2
Changes Under Negotiation	3	1.3
Other Changes	22	9.8
No Response	172	76.8

Multiple responses were permitted.

TABLE 17

PUBLICATION OF EMPLOYMENT EQUITY RESULTS BY THE COMBINED SECTOR 1988

RESPONSES	NO.	PERCENTAGE
Results Published	105	43.00
Not Published	128	52.50
No Response	12	4.50
	245	100.00

TABLE 18

ROUTES OF PUBLICATION OF EMPLOYMENT EQUITY RESULTS, COMBINED SECTOR 1988

ROUTE	NO.	PERCENTAGE
Newsletter	35	14.5
Affirmative Action/Employment Equity/Status of Women Report	27	11.2
Internal Publications	22	9.1
Annual Reports	16	6.6
Training and Development Reports	1	0.4
Other Routes	24	9.9
No Response	146	63.3

Multiple responses were permitted.

TABLE 19

LEVELS OF PARTICIPATION BY INTERNAL STAFF, COMMITTEES, COMMUNITY AND WOMEN'S GROUPS, COMBINED SECTOR, 1988

(CONTACTS WITH THE PROGRAM OFFICE AT LEAST ONCE A MONTH)

PARTICIPANT	NO.	PERCENTAGE
CAO/CEO	190	83.0
Director Human Resources	177	77.3
Union Representatives	155	67.7
Community Groups	125	54.6
Employment Equity Advisory Committee	123	53.7
Executive Delegate	118	51.5
Women's Organizations	103	45.4
Professional Associations	47	20.5
External Legal Consultants	40	17.5
Other Participants	104	45.4

Multiple responses were permitted.

TABLE 20

USE OF GOVERNMENT AND NON-GOVERNMENT SOURCES OF EMPLOYMENT EQUITY MATERIALS, COMBINED SECTOR 1988

SOURCE	NO.	PERCENTAGE
Government		
Ontario Women's Directorate	196	86.7
Ontario Human Rights Commission	172	76.1
Ministry Employment Equity Offices	136	60.2
Canadian Employment and Immigration Commission	107	47.3
Race Relations Directorate	70	31.0
Handicapped Employment Program	69	30.5
Human Resources Secretariat	46	20.4
Native Affairs Directorate	24	10.6
Non-Government		
Employment Equity Networks	176	77.9
Other Institutions' Programs	174	77.0
Professional Associations	135	59.7
Women's Organizations	110	48.7
External Consultants	107	47.3
Public Libraries	71	31.4
Community Groups	39	17.3
Other Sources	27	11.9

Multiple responses were permitted.

TABLE 21

HIGHLY USEFUL PROGRAM RESOURCES IN PROMOTING EMPLOYMENT EQUITY, COMBINED SECTOR 1988

RESOURCE	NO.	PERCENTAGE
The OWD film Women in Ontario	29	12.0
OWD Publications and Films	26	10.7
Provincial Gov't Publications	18	7.4
Other Publications and Films	31	12.8
Achieving Employment Equity (OWD Publication)	13	5.4
Managing Employment Equity (OWD Publication)	6	2.5
Canadian Employment and Immigration Commission Guidelines for Employers/Technical Manual	4	1.7
Film Story of O	4	1.7
Ontario Human Rights Code	1	0.4
No Response	124	50.6
TOTAL	242	100.0

TABLE 22

MOST SIGNIFICANT ACCOMPLISHMENT OF THE EMPLOYMENT EQUITY PROGRAM, COMBINED SECTOR 1988

ACCOMPLISHMENT	NO.	PERCENTAGE
Hightened Awareness/Education of Staff, Management	65	26.5
Policy and Procedural Changes	33	13.5
Improvement in Employment System, Selection, Promotion, etc.	23	9.3
Collection and Analysis of Data	22	9.0
Increase in Underrepresented Groups	13	5.3
Development of EE Policy Statement/Equity Model	12	4.9
Acceptance of EE Program, Receiving Funding, Appointing Coordinator	10	4.1
* Other	5	2.1
No Response	62	25.3
TOTAL	245	100.0%

* Other includes: To include external agencies, contract compliance, establishing employment equity network for women, participation for 10 years, goal setting.

TABLE 23

MAJOR BARRIERS IN IMPLEMENTING EMPLOYMENT EQUITY PROGRAM, COMBINED SECTOR 1988

BARRIER	NO.	PERCENTAGE
Lack of Senior Management Commitment	61	24.9
Staff Attitudes/Lack of Knowledge	76	31.0
Lack of Staff Time/Support	46	18.7
Lack of Adequate Resources/Training	44	17.9
Lack of Integration of EEP into the Organization	24	9.7
No Legislation/Other Support from Government	17	6.9
Union Resistance/Lack of Commitment	8	3.3
* Other	15	6.9
No Response	71	29.0

Multiple responses were permitted.

* Other includes: Size and the relative autonomy of operating departments, difficulty in separating pay equity from employment equity, lack of opportunities in small school boards, and lack of control by individual colleges over province-wide bargaining.

TABLE 24

IMPORTANCE OF INDIVIDUAL INITIATIVES TO ACHIEVE POSITIVE CHANGES, COMBINED SECTOR 1988

INDIVIDUAL INITIATIVE	1st Most Important	2nd Most Important	3rd Most Important	TOTAL
To Report Directly to the CEO	21 8.8%	15 6.3%	13 5.4%	49 20.5%
To Be Autonomous from Personnel/ Human Resources Department	4 1.7%	8 3.4%	4 1.7%	16 6.8%
Increase Financial Support	48 20.1%	33 13.8%	41 17.2%	122 51.1%
Permanent Employment Equity Coordinator	39 16.2	35 14.5%	21 8.9%	95 39.4%
More Employment Equity Staff	18 7.5%	28 11.7%	32 13.4%	78 32.6%
Mandatory Legislated EEP	43 17.8%	27 11.2%	25 10.4%	95 39.4%
Improved Coordination of Government Employment Equity Information	5 2.1%	15 6.3%	19 8.0%	39 16.4%
Increased Management Accountability	32 13.2%	41 16.9%	42 17.3%	115 47.4%
Increased Council/ Board/Trustee Commitment	18 7.5%	29 12.1%	27 11.3%	74 30.9%
Other	5 2.1%	3 1.3%	2 0.8%	10 4.2%

TABLE 25

PROGRAMS INCLUDING TARGET GROUPS OTHER THAN WOMEN,
COMBINED SECTOR 1988

TARGET GROUP	NO.	PERCENTAGE
Racial/Ethnic Minorities	90	37.7
Francophones	28	11.4
People with Disabilities	81	33.0
Aboriginal Peoples	50	20.4

Multiple responses were permitted.

TABLE 26

EXISTING SPECIFIC PROGRAMS FOR TARGET GROUPS OTHER THAN WOMEN, COMBINED SECTOR 1988

PROGRAM	NO.	PERCENTAGE
Employment/Training Programs	12	5.0
Outreach Recruitment	7	2.9
Training for Management/Staff	6	2.5
Race Relations Policy	14	5.9
Development of Other Policies	44	1.7
Workforce Analysis	4	1.7
Need/Feasibility under Investigation	2	0.8
Education Equity Initiatives	7	2.9
Other	24	10.0
No Response	180	75.3

Multiple responses were permitted.

TABLE 27

SUGGESTIONS FOR SPECIFIC PROGRAMS NECESSARY TO IMPLEMENT EMPLOYMENT EQUITY FOR TARGET GROUPS OTHER THAN WOMEN, COMBINED SECTOR 1988

SUGGESTION	NO.	PERCENTAGE
Incentive Funding	7	2.9
Commitment/Pressure/Legislation from Provincial Government	7	2.9
Staff Awareness/Training	18	7.5
Community Pressure	2	0.8
Inform Target Groups of Job Openings	3	1.2
Preferential Hiring/Outreach Recruitment	13	5.4
Data Collection and Analysis	6	2.5
Assistance in the Development of EEPs	4	1.7
Other	29	12.0
Don't Know	1	0.4
No Response	180	74.7

Multiple responses were permitted.

TABLE 28

SIZE OF THE PERMANENT WORKFORCE
BY SECTOR 1988

SIZE OF THE PERMANENT WORKFORCE	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Less than 500 employees	8 28.6%	28 35.4%	6 27.3%	1 5.6%	27 31.0%	8 72.7%	78 31.8%
500 to 1,000 employees	7 25.0%	23 29.1%	11 50.0%	5 27.8%	19 21.8%	1 9.1%	66 26.9%
Over 1,000 employees	13 46.4%	28 35.4%	5 22.7%	12 66.7%	41 47.1%	2 18.2%	101 41.3%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 29

TOTAL ANNUAL BUDGET OF EMPLOYMENT EQUITY PROGRAM
BY SECTOR 1988

ANNUAL BUDGET	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Under $35,000	16 57.1%	61 77.2%	3 13.6%	5 27.8%	51 58.6%	9 81.8%	145 59.2%
$35,000 - $69,999	5 17.9%	11 13.9%	10 45.5%	8 44.4%	15 17.2%	1 9.1%	50 20.4%
$70,000 - $99,999	1 3.6%	1 1.3%	5 22.7%	3 16.7%	11 12.6%		21 8.6%
$100,000 - $299,999	1 3.6%	1 1.3%	4 18.2%		5 5.7%		11 4.5%
Over $300,000	3 10.7%				1 1.1%	1 9.1%	5 2.0%
No Response	2 7.1%	5 6.3%		2 11.2%	4 4.6%		13 5.3%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 30

OFFICIAL NAME OF EMPLOYMENT EQUITY PROGRAM OR OFFICE
BY SECTOR 1988

OFFICIAL NAME	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Affirmative Action/ Employment Equity	8 28.6%	36 45.6%	9 40.9%	8 44.4%	61 70.1%	8 72.7%	130 53.1%
Employment and Education Equity		1 1.3%	8 36.4%	4 22.2%			13 5.3%
Equal Opportunity	4 14.3%	2 2.5%	3 13.6%	1 5.6%	8 9.2%		18 7.3%
Human Resources or Personnel	8 28.6%	18 22.8%	1 4.5%		3 3.4%	1 9.1%	31 12.7%
Advisor to the President				2 11.1%			2 0.8%
Employment Equity/ Equal Opportunity Committee				1 5.6%		1 9.1%	2 0.8%
Employment Equity/ Affirmative Action/ Equal Opportunity Advisory Committee			1 4.5%		1 1.1%		2 0.8%
Other	3 10.7%	1 1.3%			2 2.3%	1 9.1%	7 2.9%
No Response	5 17.9%	21 26.6%		2 11.1%	12 13.8%		40 16.3%
TOTAL	**28** **11.4%**	**79** **32.2%**	**22** **9.0%**	**18** **7.3%**	**87** **35.5%**	**11** **4.5%**	**245** **100.0%**

TABLE 31

YEAR OF STARTING EMPLOYMENT EQUITY PROGRAM
BY SECTOR 1988

YEAR OF STARTING	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
1988	1 3.6%	6 7.6%		1 5.6%	5 5.7%		13 5.3%
1987	5 17.9%	38 48.1%	9 40.9%	3 16.7%	21 24.1%	1 9.1%	77 31.4%
1986	4 14.3%	26 32.9%	2 9.1%	8 44.4%	13 14.9%	4 36.4%	57 23.3%
1985	6 21.4%	4 5.1%		1 5.6%	28 32.2%	1 9.1%	40 16.3%
1984 or Before	10 35.7%	3 3.8%	11 50.0%	5 27.8%	17 19.5%	5 45.5%	51 20.8%
No Response	2 7.1%	2 2.5%			3 3.4%		7 2.9%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 32

MAJOR IMPETUS FOR CREATION OF EMPLOYMENT EQUITY PROGRAM BY SECTOR 1988

MAJOR IMPETUS	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
Municipal Grant	2 7.1%						2 0.8%
Initiative by Governing Board or Council	8 28.6%		2 9.1%		2 2.3%	1 9.1%	13 5.3%
Employee Initiative				2 11.1%	4 4.6%	7 63.6%	13 5.3%
Union/Collective Bargaining					1 1.1%		1 0.4%
Employment Equity Incentive Fund	2 7.1%	62 78.5%	11 50.0%	6 33.3%	55 63.2%		136 55.5%
Organizational Initiative	11 39.3%	12 15.2%	4 18.2%	6 33.3%	11 12.6%	8 72.7%	52 21.2%
Community Pressure	2 7.1%				1 1.1%		3 1.2%
Other	2 7.1%	2 2.5%	2 9.1%		2 2.3%	1 9.1%	9 3.7%
Don't Know					2 2.3%	1 9.1%	3 1.2%
No Response	2 7.1%	3 3.8%	1 4.5%	2 11.1%	5 5.7%		13 5.3%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 33

NUMBER OF STAFF RESPONSIBLE FOR EMPLOYMENT EQUITY PROGRAM
BY SECTOR 1988

NUMBER OF STAFF	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Less than one full-time or equivalent	11 39.3%	60 75.9%	9 40.9%	5 27.8%	55 63.2%	5 45.5%	145 59.2%
One full-time or equivalent	8 28.6%	13 16.5%	5 22.7%	6 33.3%	21 24.1%	3 27.3%	56 22.9%
More than one full-time or equivalent	8 28.6%	5 6.3%	8 36.4%	6 33.3%	11 12.6%	3 27.3%	41 16.7%
No Response	1 3.6%	1 1.3%		1 5.6%			3 1.2%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 34

TITLE OF EMPLOYMENT EQUITY STAFF BY SECTOR 1988

TITLE	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Executive Director/ President/Vice-President, etc.	2 7.1%	12 15.2%			10 11.5%	1 9.1%	25 10.2%
AA/EE/EO Coordinator	10 35.7%	11 13.9%	15 68.2%	9 50.0%	48 55.2%	2 18.2%	95 38.8%
AA/EE Coordinator and Other Titles	2 7.1%	15 19.0%		2 11.1%	4 4.6%	1 9.1%	24 9.8%
Human Resources/ Personnel Manager	7 25.0%	30 38.0%	1 4.5%	2 11.1%	11 12.6%	2 27.3%	54 22.0%
Employee/Labour Relations Officer	2 7.1%	1 1.3%				2 18.2%	5 2.0%
EE/AA/EO Advisor					4 4.6%		4 1.6%
Education and Employment Equity Coordinator			5 22.7%	2 11.1%			7 2.9%
Advisor to the President				1 5.6%			1 0.4%
Other	5 17.9%	9 11.4%	1 4.5%	1 5.6%	9 10.3%	1 9.1%	26 10.6%
No Response		1 1.3%		1 5.6%	1 1.1%	1 9.1%	4 1.6%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 35

EMPLOYMENT EQUITY COORDINATOR'S FUNCTIONS
BY-SECTOR 1988

COORDINATOR'S FUNCTIONS	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Facilitate/ Educate	2 7.1%	23 29.1%	6 27.3%	6 33.3%	29 27.3%	3 27.3%	69 28.2%
Advise/Consult	1 3.6%	5 6.3%	2 9.1%	2 11.1%	7 8.0%	1 9.1%	18 7.3%
Plan Human Resources	6 21.4%	8 10.1%			10 11.5%	2 18/2%	26 10.6%
Collect and Analyse Data	3 10.7%	7 8.9%	4 18.2%	1 5.6%	5 5.7%	1 9.1%	21 8.6%
Administer	5 17.9%	13 16.5%	1 4.5%	1 5.6%	6 6.9%		26 10.6%
* Other		2 2.5%			4 4.6%		6 2.4%
All/Combination of the Above	9 32.1%	19 24.1%	9 40.9%	8 44.4%	22 25.3%	4 36.4%	71 29.0%
No Response	2 7.1%	2 2.5%			4 4.6%		8 3.3%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

* Other includes: chairing the EE Committee, staff development functions, and functioning as secretary to AA Committee.

TABLE 36

EMPLOYMENT STATUS OF THE EMPLOYMENT EQUITY STAFF BY SECTOR 1988

EMPLOYMENT STATUS	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Permanent	24 8.5%	49 62.0%	11 50.0%	5 27.8%	30 34.5%	9 81.8%	128 52.2%
Seconded to a permanent position		14 17.7%	2 9.1%	2 11.1%	10 11.5%		28 11.4%
Seconded to a non-permanent position	2 7.1	13 16.5%	9 40.9%	6 33.3%	41 47.1%	1 9.1%	72 29.4%
Other				1 5.6%		1 9.1%	2 0.8%
No Response	2 7.1%	3 3.8%		4 22.2%	6 6.9%		15 6.1%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 37

EXPECTED DURATION OF EMPLOYMENT EQUITY STAFF IN THE CURRENT EMPLOYMENT EQUITY POSITION BY SECTOR 1988

DURATION	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
6 months or less		6 7.6%	1 4.8%	3 16.7%	13 14.9%		23 9.4%
7 to 12 months	1 3.6%	11 13.9%	2 9.5%	3 16.7%	10 11.5%	1 9.1%	28 11.4%
13 to 18 months			1 4.8%	1 5.6%	4 4.6%		6 2.5%
19 to 24 months				1 5.6%	2 2.3%		3 1.2%
Over 24 months	1 3.6%	1 1.3%	4 19.0%	2 11.1%	17 19.5%		25 10.2%
No Response	26 92.9%	61 77.2%	13 61.9%	8 44.4%	41 47.1%	10 90.9%	160 65.3%
TOTAL	28 11.5%	79 32.4%	22 9.0%	18 7.4%	87 35.7%	11 4.5%	245 100.0%

TABLE 38

AREA IN THE ORGANIZATION TO WHICH THE EMPLOYMENT EQUITY PROGRAM OR OFFICE REPORTS BY SECTOR 1988

AREA/OFFICE NAME	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
CAO/CEO	9 32.1%	32 40.5%	6 27.3%	9 50.0%	55 63.2%	5 45.5%	116 47.3%
Human Resources Management	15 53.6%	36 45.6%	13 59.1%	6 33.3%	19 21.8%	4 36.4%	93 38.0%
Vice-President/ Executive Director of Branch		7 8.9%	2 9.1%	1 5.6%	8 9.2%	1 9.1%	19 7.8%
Other	3 10.7%	3 3.8%	1 4.5%	2 11.1%	4 4.6%	1 9.1%	14 5.7%
No Response	1 3.6%	1 1.3%			1 1.1%		3 1.2%
TOTAL	28 11.4%	79 32.2%	22 9.0%	18 7.3%	87 35.5%	11 4.5%	245 100.0%

TABLE 39

EMPLOYMENT EQUITY COORDINATORS' PARTICIPATION IN IN-HOUSE COMMITTEES BY SECTOR 1988

COMMITTEE	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
Employment or Education Equity/ Equal Opportunity Committee	4 14.3%	7 8.9%	8 36.4%	6 33.3%	46 52.9%	3 27.3%	74 30.2%
Management Committee/ Labour Management Committee	1 3.6%	14 17.7%	5 22.7%	2 11.1%	5 5.7%	1 9.1%	28 11.4%
Sexual Harassment Committee	0 0.0%	1 1.3%	1 4.5%	2 11.1%	4 4.6%	0 0.0%	8 3.3%
Pay Equity Committee	1 3.6%	5 6.3%	0 0.0%	0 0.0%	6 6.9%	0 0.0%	12 4.9%
Multicul-turalism/Race Relations Committee	7 25.0%	0 0.0%	1 4.5%	2 11.1%	9 10.3%	0 0.0%	19 7.8%
Staff Selection/ Recruitment/ Classification	0 0.0%	2 2.5%	6 27.3%	0 0.0%	3 3.4%	0 0.0%	11 4.5%
Staff/ Professional Development Committee	1 3.6%	2 2.5%	4 18.2%	0 0.0%	13 14.9%	0 0.0%	20 8.2%
Employee Relations/Staff Affairs Committee	0 0.0%	6 7.6%	0 0.0%	0 0.0%	2 2.3%	2 18.2%	10 4.1%
Curriculum/ Academic Resource	0 0.0%	0 0.0%	1 4.5%	1 5.6%	4 4.6%	0 0.0%	6 2.4%
Other EE - Related Committees	4 14.3%	7 8.9%	3 13.6%	5 27.8%	17 19.5%	2 18.2%	38 15.5%
Other Unrelated Committees	0 0.0%	16 20.3%	6 27.3%	2 11.1%	11 12.6%	2 18.2%	37 15.1%
None	3 10.7%	6 7.6%	1 4.5%	0 0.0%	8 9.2%	0 0.0%	18 7.3%
Other	3 10.7%	2 2.5%	1 4.5%	1 5.6%	3 3.4%	0 0.0%	10 4.1%
No Response	13 46.4%	39 49.4%	3 13.6%	5 27.8%	18 20.7%	5 45.5%	83 33.9%

Multiple responses were permitted.

TABLE 40

PROGRESS LEVELS ONGOING AND COMPLETED
BY SECTOR 1988

PROGRESS LEVEL	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
Development of a Policy Statement	19 67.9%	69 87.0%	19 86.3%	14 77.8%	78 89.6%	8 72.7%	207 84.5%
Preparation/ Introduction of Program	18 64.2%	49 62.0%	15 68.18%	11 61.0%	71 81.6%	9 81.8%	173 70.6%
Internal Workforce Analysis	20 71.4%	61 77.2%	14 63.6%	14 77.8%	70 80.4%	9 81.8%	188 76.7%
External Workforce Analysis	9 32.2%	19 23.0%	7 31.8%	5 27.8%	13 14.9%	2 18.2%	55 22.4%
Development of EE Action Plan	10 35.7%	37 46.8%	12 54.5%	9 50.0%	66 75.8%	8 72.7%	142 58.0%
Implementation of EE Action Plan	12 42.9%	42 53.2%	4 18.2%	8 44.0%	57 65.5%	7 63.6%	130 53.1%
Goals and Timetables	7 25.0%	35 44.0%	2 9.1%	5 27.8%	33 37.9%	5 45.5%	87 35.5%
Introduction of Special Measures for Women	9 32.2%	14 18.2%	9 40.9%	11 61.0%	33 37.9%	3 27.3%	79 32.2%
Performance Appraisal System Including EE Accountability for Managers	8 28.6%	36 45.6%	1 4.5%	7 38.9%	26 29.8%	6 54.5%	84 34.3%
Monitoring/ Evaluation of Progress	14 50.0%	30 38.0%	4 18.2%	7 38.9%	48 55.1%	7 63.6%	110 44.9%

Multiple responses were permitted.

TABLE 41

SUPPORTING EMPLOYMENT INITIATIVES
BY SECTOR 1988

EMPLOYMENT INITIATIVE	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Initiatives Concerning Sexual Harassment	21 75.0%	35 44.3%	21 95.4%	18 100%	42 48.8%	4 37.3%	141 58.0%
Initiatives on Child Care Services	12 43.0%	38 49.0%	15 68.2%	15.0 83.0%	24 28.0%	4 37.3%	103 44.6%
Support of Workers with Family Responsibilities	26 92.8%	74 93.6%	21 95.4%	17 94.4%	79 91.8%	11 100%	228 93.0%
Initiatives Concerning Gender Neutral Language	16 57.1%	32 40.5%	10 45.5%	14 77.8%	35 41.7%	4 37.3	111 45.5%
Initiatives Concerning Non-traditional Occupations for Women	10 35.7%	14 17.7%	11 52.4%	8 44.8%	30 34.9%	5 45.5%	78 32.4%
Special Initiatives for Women	11 39.1%	12 15.2%	15 68.2%	11 64.7%	38 44.2%	4 37.3%	90 37.0%

Multiple responses were permitted.

TABLE 42

REVIEW OF ORGANIZATION EMPLOYMENT SYSTEM
BY SECTOR 1988

ELEMENTS OF EMPLOYMENT SYSTEM	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Recruitment							
Job Advertising	17 60.7%	37 46.8%	12 54.5%	12 75.0%	48 55.2%	7 63.6%	133 54.7%
Internal Job Posting	18 64.3%	42 53.2%	14 63.6%	12 75.0%	43 49.4%	6 54.5%	135 55.6%
Inventory of Job Applicants	6 21.4%	21 26.6%	9 40.9%	4 25.0%	30 34.9%	7 63.6%	77 31.8%
Selection							
Job Application Forms	16 57.1%	37 46.8%	12 54.5%	10 62.5%	44 50.6%	6 54.5%	125 51.4%
Interviewing Procedures	17 60.7%	39 49.4%	10 45.5%	10 62.5%	58 66.7%	6 54.5%	140 57.6%
Reference Checks	8 28.6%	28 35.4%	8 36.4%	5 31.3%	17 19.5%	2 18.2%	68 28.0%
Promotion							
Selection Procedures	14 50.0%	31 39.2%	9 40.9%	7 46.7%	48 55.2%	5 45.5%	114 47.1%
Performance Evaluation	10 35.7%	32 40.5%	7 31.8%	4 25.0%	27 31.0%	3 27.3%	83 34.2%
Access to Management Training	15 53.6%	38 48.1%	9 40.9%	8 50.0%	42 48.3%	7 63.6%	119 48.0%
Training							
Access to Non-traditional Training	6 21.4%	16 20.3%	3 13.6%	2 12.5%	18 20.7%	6 54.5%	51 21.0%
Availability of Training Programs	16 57.1%	32 40.5%	11 50.0%	10 62.5%	41 47.7%	8 72.7%	118 48.8%

Note: Total number of organizations which reviewed the employment system was 178 or 72.6%.

Multiple responses were permitted.

TABLE 43

COLLECTIVE AGREEMENT CHANGES AS A RESULT OF
THE EMPLOYMENT EQUITY PROGRAM
BY SECTOR 1988

	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Yes	10 35.7%	18 22.8%	2 9.1%	6 35.3%	18 20.7%	4 36.4%	58 23.8%
No	16 57.1%	54 68.4%	16 72.7%	9 52.9%	43 49.4%	4 36.4%	142 58.2%
Don't Know	2 7.1%	3 3.8%	4 18.2%	2 11.8%	23 26.4%	1 9.1%	35 14.3%
No Response		4 5.1%			3 3.4%	2 18.2%	9 3.7%
TOTAL	28 11.5%	79 32.4%	22 9.0%	17 7.0%	87 35.7%	11 4.5%	244 100.0%

TABLE 44

TYPE OF COLLECTIVE AGREEMENT CHANGES AS A RESULT OF EMPLOYMENT EQUITY PROGRAM BY SECTOR 1988

COLLECTIVE AGREEMENT CHANGE	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Changes under Negotiation					3 3.4%		3 1.3%
Better Maternity/ Paternity/ Adoption Benefits/Leaves	3 10.7%		3 30.0%			1 11.1%	7 3.1%
Sexual Harassment Policy/ Complaints Procedure		1 1.3%	2 16.7%		2 6.9%		5 2.2%
Gender Neutral Language in Collective Agreement	4 14.3%	8 10.3%		2 16.7%	6 6.9%		20 8.9%
Other	6 21.4%	5 6.4%		2 16.7%	9 10.3%		22 9.8%
No Response	18 64.3%	63 80.8%	8 80.0%	8 66.7%	68 78.2%	7 77.8%	172 76.8%

Multiple responses were permitted.

TABLE 45

PUBLICATION OF EMPLOYMENT EQUITY RESULTS
BY SECTOR 1988

	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Yes	14 50.0%	22 28.2%	14 63.6%	11 61.1%	38 43.7%	6 54.5%	105 43.0%
No	12 42.9%	54 69.2%	8 36.4%	6 33.3%	43 49.4%	5 45.5%	128 52.5%
No Response	2 7.1%	2 2.6%		1 5.6%	6 6.9%		11 4.5%
TOTAL	28 11.5%	78 32.0%	22 9.0%	18 7.4%	87 35.7%	11 4.5%	244 100.0%

TABLE 46

ROUTES OF PUBLICATION OF EMPLOYMENT EQUITY RESULTS
BY SECTOR 1988

ROUTE	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Newletter	0 0.0%	6 7.7%	4 18.2%	2 11.8%	23 26.7%	0 0.0%	35 14.5%
Internal Publication	2 7.1%	5 6.4%	0 0.0%	6 35.3%	8 9.3%	1 9.1%	22 9.1%
AA/EE/Status of Women Report	3 10.7%	5 6.4%	5 22.7%	4 23.5%	7 8.1%	3 27.2%	27 11.2%
Annual Report	4 14.3%	0 0.0%	2 9.1%	0 0.0%	8 9.3%	2 18.2%	16 6.6%
Training & Development Report	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 0.4%
Other	6 21.4%	5 6.4%	3 13.6%	0 0.0%	10 11.6%	0 0.0%	24 9.9%
No Response/ Not Applicable	14 50.0%	62 79.5%	8 36.4%	7 41.2%	50 58.1%	5 45.5%	146 60.3%

Multiple responses were permitted.

TABLE 47

LEVELS OF PARTICIPATION BY INTERNAL STAFF, COMMITTEES, WOMEN'S AND COMMUNITY GROUPS BY SECTOR 1988

(CONTACTS WITH THE PROGRAM OFFICE AT LEAST ONCE A MONTH)

	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
CAO/CEO	19 76.0%	56 76.7%	18 81.8%	14 82.4%	75 91.5%	8 80.0%	190 83.0%
Executive Delegate	6 24.0%	44 60.3%	17 77.3%	16 94.1%	30 36.6%	5 50.0%	118 51.5%
Director of Human Resources	21 84.0%	64 87.7%	21 95.5%	15 88.2%	51 62.2%	5 50.0%	177 77.3%
Union Representatives	20 80.0%	31 42.5%	19 86.4%	13 76.5%	69 84.1%	3 30.0%	155 67.7%
EE Advisory Committee	7 28.0%	14 19.2%	15 68.2%	14 82.4%	68 82.9%	5 50.0%	123 53.7%
External Program Consultants	7 28.0%	12 16.4%	8 36.4%	2 11.8%	10 12.2%	1 10.0%	40 17.5%
Women's Organizations	12 48.0%	41 56.2%	10 45.5%	4 23.5%	32 39.0%	4 40.0%	103 45.0%
Community Groups	15 60.0%	13 17.8%	18 81.8%	15 88.2%	61 74.4%	3 30.0%	125 54.6%
Professional Associations	8 32.0%	4 5.5%	9 40.9%	2 11.8%	22 26.8%	2 20.0%	47 20.5%
Other	9 36.0%	54 74.0%	9 40.9%	9 52.9%	21 25.6%	2 20.0%	104 45.4%

TABLE 48

USE OF GOVERNMENT AND NON-GOVERNMENT SOURCES OF EMPLOYMENT EQUITY MATERIALS BY SECTOR 1988

SOURCE	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
Government							
Canadian Employment and Immigration Commission	15 55.6%	22 31.0%	21 95.5%	13 81.3%	34 42.5%	2 20.0%	107 47.3%
Handicapped Employment Program	12 44.4%	20 28.2%	13 59.1%	7 43.8%	14 17.5%	3 30.0%	69 30.5%
Race Relations Directorate	9 33.3%	9 12.7%	16 72.7%	7 43.8%	28 35.0%	1 10.0%	70 31.0%
Native Affairs Directorate	3 11.1%	7 9.9%	7 31.8%	2 12.5%	5 6.3%		24 10.6%
Ontario Women's Directorate	22 81.5%	51 71.8%	21 95.5%	15 93.8%	78 97.5%	9 90.0%	196 86.7%
Ontario Human Rights Commission	23 85.2%	50 70.4%	20 90.9%	15 93.8%	59 73.8%	5 50.0%	172 76.1%
Ministry EE Offices	11 40.7%	45 63.4%	16 72.7%	9 56.3%	48 60.0%	7 70.0%	136 60.2%
Human Resources Secretariat	7 25.9%	8 11.3%	8 36.4%	4 25.0%	15 18.8%	4 40.0%	46 20.4%
Non-Government							
Women's Organizations	14 51.9%	13 18.3%	15 68.2%	11 68.8%	55 68.8%	2 20.0%	110 48.7%
Community Groups	8 29.6%	3 4.2%	7 31.8%	3 18.8%	16 20.0%	2 20.0%	39 17.3%
Professional Associations	20 74.1%	33 46.5%	12 54.5%	7 43.8%	58 72.5%	5 50.0%	135 59.7%
External Consultants	14 51.9%	41 57.7%	11 50.0%	5 31.3%	33 41.3%	3 30.3%	107 47.3%
EE Networks	20 74.1%	41 57.7%	22 100%	15 93.8%	71 88.8%	7 70.0%	176 77.9%
Other Institutions' Programs	19 70.4%	51 71.8%	22 100%	15 93.8%	60 75.0%	7 70.0%	174 77.0%
Public Libraries	8 29.6%	12 16.9%	13 59.1%	9 56.3%	28 35.0%	1 10.0%	71 31.4%
Other	2 7.4%	4 5.6%	5 22.7%	3 18.8%	12 15.0%	1 10.0%	27 11.9%
TOTAL	27 11.9%	71 31.4%	22 9.7%	16 7.1%	80 35.4%	10 4.4%	226 100.0%

TABLE 49

PROGRAM RESOURCE HIGHLY USEFUL IN PROMOTING EMPLOYMENT EQUITY
BY SECTOR 1988

RESOURCE	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
OWD Publications/ Films	3 10.7%	10 13.2%	3 13.6%	1 5.6%	7 8.0%	2 18.2%	26 10.7%
Women in Ontario		2 2.6%	7 31.8%	2 11.1%	18 20.7%		29 12.0%
Story of O		3 3.9%		1 5.6%			4 1.7%
Canadian Employment and Immigration Commission Guidelines for Employers/ Technical Manual		1 1.3%	1 4.5%		2 2.3%		4 1.7%
Achieving Employment Equity (OWD Publication)	1 3.6%	4 5.3%	1 4.5%	1 5.6%	5 5.7%	1 9.1%	13 5.4%
Other Provincial Government Publications/ Films	3 10.7%		1 4.5%	1 5.6%	10 11.5%	2 18.2%	17 7.0%
Managing Employment Equity		2 2.6%	2 9.1%	1 5.6%	1 1.1%		6 2.5%
Other	3 10.7%	3 3.9%	1 4.5%	1 5.6%	6 6.9%		14 5.8%
No Response	17 60.7%	43 56.6%	7 31.8%	10 55.6%	41 47.1%	6 54.5%	124 51.2%

TABLE 50

TYPE OF SPEAKERS ON EMPLOYMENT EQUITY USED
BY SECTOR 1988

SPEAKERS	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Private Consultants	6 21.4%	22 27.8%	8 36.4%	4 22.2%	29 33.3%	3 27.3%	72 29.4%
Public Sector Senior Management			4 18.2%	2 11.1%	2 2.3%		8 3.3%
Other Public Sector Staff	20 71.4%	50 63.3%	10 45.4%	12 66.7%	47 54.0%	7 63.7%	146 59.6%

TABLE 51

MOST SIGNIFICANT ACCOMPLISHMENT OF THE EMPLOYMENT EQUITY PROGRAM BY SECTOR 1988

ACCOMPLISHMENT	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Hightened Awareness/ Education of Staff, Management	5 17.8%	20 25.3%	8 36.4%	5 27.8%	26 29.9%	2 18.2%	66 26.5%
Policy and Procedural Changes	3 10.8%	13 16.9%	1 4.5%	3 16.7%	12 13.7%	1 9.1%	33 13.5%
Improvement in Employment System, Selection, Promotion, etc.	2 7.1%	1 1.3%	5 22.5%	1 5.6%	13 14.9%	1 9.1%	23 9.3%
Collection and Analysis of Data	2 7.1%	5 6.5$	5 22.5%	4 22.2%	5 5.5%	1 9.1%	22 8.9%
Increase in Underrepresented Groups	2 7.1%	1 1.3%		1 5.6%	8 8.8%	1 9.1%	13 5.3%
Development of EE Policy Statement/ Equity Model	1 3.6%	3 3.9%	1 4.5%		7 7.7%		12 4.8%
Acceptance of EEP, Receiving Funding, Appointing Coordinator	2 7.1%	2 2.6%		2 11.2%	4 4.4%		10 4.0%
* Other	1 3.6%	3 3.9%			1 1.1%		5 2.0%
No Response	10 35.7%	31 39.2%	2 9.1%	2 11.1%	11 12.6%	5 45.5%	61 24.9%
TOTAL	**28** **11.4%**	**79** **32.2%**	**22** **9.0%**	**18** **7.3%**	**87** **35.5%**	**11** **4.5%**	**245** **100.0%**

* Other includes: Extending EEP to include external agencies, contract compliance, establishing employment equity network for women, participation in EEP for ten years, goal setting.

TABLE 52

MAJOR BARRIERS IN IMPLEMENTING EMPLOYMENT EQUITY PROGRAM BY SECTOR 1988

BARRIER	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Lack of Senior Management Commitment	6 21.4%	8 10.1%	7 31.8%	4 22.2%	31 32.2%	3 27.3%	61 24.9%
Staff Attitudes/ Lack of Knowledge	9 32.4%	12 15.2%	7 31.8%	5 27.8%	39 44.0%	3 27.3%	76 31.0%
Lack of Staff Time/Support	2 7.1%	17 21.6%	5 21.5%	3 22.2%	16 17.6%	2 18.2%	46 18.7%
Lack of Adequate Resources/ Training	5 18.0%	16 20.3%	7 31.8%	1 5.6%	13 14.9%	2 18.2%	44 17.9%
Lack of Integration of EEP into the Organization	1 1.3%	6 7.8%	6 27.0%	3 16.8%	8 9.2%		24 9.7%
No Legislation/ Other Support from Gov't	1 3.6%	3 7.8%	3 13.5%	5 28.0%	5 5.5%		17 6.9%
Union Resistance/ Lack of Commitment	1 3.6%	2 2.5%	2 9.1%		3 3.4%		8 3.3%
* Other	2 7.2%	4 5.0%	2 9.1%	1 5.6%	4 4.6%	2 18.2%	15 6.9%
No Response	12 42.9%	34 43.0%	1 4.5%	5 27.8%	14 16.1%	5 45.5%	71 29.0%

* Other includes: Size and the relative autonomy of operating departments, difficulty in separating pay equity from employment equity, lack of opportunities in small school boards, and lack of control by individual colleges over province-wide bargaining.

Multiple responses were permitted.

TABLE 53

PROGRAMS INCLUDING TARGET GROUPS OTHER THAN WOMEN
BY SECTOR 1988

TARGET GROUP	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Racial/Ethnic Minorities	17 60.7%	23 29.5%	9 40.9%	9 50.0%	25 28.7%	7 63.6%	90 37.7%
Francophones	4 14.3%	8 10.3%	5 22.7%	1 5.6%	5 5.7%	4 36.4%	27 11.0%
People with Disabilities	18 64.3%	25 32.1%	10 45.5%	8 44.4%	18 20.7%	5 45.5%	84 34.2%
Aboriginal Peoples	8 28.6%	13 16.7%	7 45.5%	7 38.9%	13 14.9%	5 45.5%	53 21.6%

Multiple responses were permitted.

TABLE 54

EXISTING SPECIFIC PROGRAMS FOR TARGET GROUPS OTHER THAN WOMEN BY SECTOR 1988

PROGRAM	Munic.	Hospi-tal	College	Univ.	School Board	Crown Agency	TOTAL
Employment/ Training Programs	4 14.3%	5 6.5%	1 5.0%	2 12.5%			12 5.0%
Outreach/ Recruitment	5 17.9%		1 5.0%			1 9.1%	7 2.9%
Training for Management/ Staff	2 7.1%		1 5.0%		1 1.1%	2 18.2%	6 2.5%
Race Relations Policy			5 25.0%	1 6.3%	8 9.2%		14 5.9%
Development of Other Policies					4 4.6%		4 1.7%
Workforce Analysis	1 3.6%				2 2.3%	1 9.1%	4 1.7%
Need/Feasibility under Investigation	2 7.1						2 0.8%
Education Equity Initiatives			2 10.0%	3 18.8%	2 2.3%		7 2.9%
Other	3 10.7%	4 5.2%	4 20.0%	3 18.8%	9 10.3%	1 9.1%	24 10.0%
No Response	17 60.7%	68 88.3%	9 45.0%	8 50.0%	70 80.5%	8 72.7%	180 75.3

Multiple responses were permitted.

TABLE 55

SUGGESTIONS FOR SPECIFIC PROGRAMS NECESSARY TO IMPLEMENT EMPLOYMENT EQUITY FOR TARGET GROUPS OTHER THAN WOMEN BY SECTOR 1988

SUGGESTIONS	Munic.	Hospital	College	Univ.	School Board	Crown Agency	TOTAL
Incentive Funding		3 3.8%	1 4.5%		3 3.4%		7 2.9%
Commitment/ Pressure/ Legislation from Provincial Government	1 3.6%		1 4.5%	1 6.7%	3 3.4%	1 9.1%	7 2.9%
Staff Awareness/ Training	1 3.6%	3 3.8%	4 18.2%	3 20.0%	7 8.0%		18 7.5%
Community Pressure				1 6.7%	1 1.1%		2 0.8%
Inform Target Groups of Job Openings		1 1.3%		1 6.7%		1 9.1%	3 1.2%
Preferential Hiring/Outreach Recruitment	2 7.1%	3 3.8%	2 9.1%	2 13.3%	4 4.6%		13 5.4%
Data Collection and Analysis		3 3.8%	2 9.1%		1 1.1%		6 2.5%
Assistance in the Development of These Programs		1 1.3%	1 4.5%		2 2.3%		4 1.7%
Other	6 21.4%	9 11.5%	2 9.1%	3 20.0%	9 10.3%		29 12.0%
Don't Know			1 4.5%				1 0.4%
No Response	20 71.4%	61 78.2%	13 59.1%	8 53.3%	69 79.3%	9 81.8%	180 74.7%

Multiple responses were permitted.

TABLE 56

LENGTH OF OPERATION OF THE EMPLOYMENT EQUITY PROGRAM AND PROGRESS LEVELS COMPLETED, COMBINED SECTOR 1988

PROGRESS LEVEL	Less than a year 1988	One year 1987	Two years 1986	Three years 1985	Four years or before 1984	No Response	TOTAL
Development of a Policy Statement	4 30.8%	20 26.0%	4 7.0%	1 2.5%	10 19.6%	3 42.9%	42 17.1%
Preparation/ Introduction of Program	6 46.2%	27 35.1%	9 15.8%	2 5.0%	12 23.5%	1 14.3%	57 23.3%
Internal Workforce Analysis	1 7.7%	9 11.7%	13 22.8%	7 17.5%	9 17.6%	2 28.6%	41 16.7%
External Workforce Analysis	1 7.7%	9 11.7%	11 19.3%	14 25.0%	5 9.8%		40 16.5%
Development of an Employment Equity Action Plan	1 7.7%	4 5.2%	7 12.3%	8 20.0%	6 11.8%	1 14.3%	27 11.0%
Implementation of an Employment Equity Action Plan		4 5.2%	6 10.5%	2 5.0%	3 5.9%		15 6.1%
Establishment of Goals and Timetables					2 3.9%		2 0.8%
Special Measures for Women		4 5.2%	6 10.5%	2 5.0%			12 4.9%
Performance Appraisal System Including Employment Equity Accountability for Managers				3 7.5%	1 2.0%		4 1.6%
Monitoring and Evaluation of Progress			1 1.8%	1 2.5%	2 3.9%		4 1.6%
Other					1 2.0%		1 0.4%
TOTAL	**13 5.3%**	**77 31.4%**	**57 23.3%**	**40 16.3%**	**51 20.8%**	**7 2.9%**	**245 100.0%**

TABLE 57

SIGNIFICANT DIFFERENCES IN PROGRESS MADE BY INCENTIVE FUND RECIPIENTS AND NON-RECIPIENTS, COMBINED SECTOR 1988

	RECIPIENTS		NON-RECIPIENTS	
	NO.	PERCENTAGE	NO.	PERCENTAGE
Staff in Contract Positions	106	48.0%	22	81.5%
Initiative Concerning Sexual Harassment	131	60.4%	10	37.0%
Special Initiatives for Women	85	39.7%	7	25.9%
Improvements in Job Advertising	121	56.0%	12	44.4%
Review of Employment System	174	82.2%	18	66.7%
Changes in Job Application Forms	114	52.8%	11	40.7%
Collective Agreement Changes	49	24.6%	5	18.0%
Use of Program Resource Material	112	52.9%	7	25.9%
Access to Training Program in Non-traditional Occupations	43	19.9%	8	29.6%
Availability of Training Programs	103	47.9%	15	55.6%

TABLE 58

PROGRAM PLACEMENT WITHIN THE ORGANIZATION AND PROGRESS LEVELS COMPLETED, COMBINED SECTOR 1988

Progress Levels	Chief Executive Officer	Human Resources Management	Vice-President	Other	No Response	Total
Development of a Policy Statement	18 15.5%	18 19.4%	3 15.8%	2 15.4%	1 33.3%	42 17.1%
Preparation/ Introduction of Program	24 20.7%	27 29.0%	2 10.5%	3 23.1%	1 33.3%	57 23.3%
Internal Workforce Analysis	18 15.5%	13 14.0%	6 31.6%	3 23.1%	1 33.3%	41 16.7%
External Workforce Analysis	22 19.0%	13 14.0%	4 21.1%	1 7.7%		40 16.5%
Development of an Employment Equity Action Plan	12 10.3%	10 10.8%	2 10.5%	3 23.1%		27 11.0%
Implementation of an Employment Equity Action Plan	8 6.9%	5 5.4%	2 10.5%			15 6.1%
Establishment of Goals and Timetables	1 0.9%	1 1.1%				2 0.8%
Special Measures for Women	5 4.3%	6 6.5%		1 7.7%		12 4.9%
Performance Appraisal System Including Employment Equity Accountability for Managers	4 3.4%					4 1.6%
Monitoring and Evaluation of Progress	3 2.6%			1 7.7%		4 1.6%
Other	1 0.9%					1 0.4%
TOTAL	**116** **47.3%**	**93** **38.0%**	**19** **7.8%**	**13** **5.3%**	**3** **1.2%**	**245** **100%**

APPENDICES

APPENDIX A

Aussi disponible en français

QUESTIONNAIRE
ONTARIO WOMEN'S DIRECTORATE
EMPLOYMENT EQUITY IN THE BROADER PUBLIC SECTOR

ORGANIZATIONAL PROFILE

1. In which sector is your organization located?

[] Municipal Gov't or Agency
[] Hospital
[] College
[] University
[] School Board
[] Crown Agency

2. How many people does your organization employ on a permanent basis?

[] less than 500 employees
[] 500-1000 employees
[] over 1000 employees

THE ORGANIZATION'S EMPLOYMENT EQUITY PROFILE

3. What is the official name of your Employment Equity Program or Office?

_____

4. In which year was the program initiated?

[] 1987
[] 1986
[] 1985
[] 1984 or before

5. What was the major impetus for creation of the Employment Equity Program in your organization?

[] Municipal Grant
[] Initiative by governing Board or Council
[] Employee Initiative
[] Union/Collective Bargaining
[] Employment Equity Incentive Fund
[] Organizational Initiative
[] Community Pressure
[] Other: _____

_____

_____

[] Don't know

6. How many people are responsible for the Employment Equity Program?

[] one full time staff or equivalent

[] More than one full-time staff. Please Specify Number

_____

[] Less than one full-time staff or equivalent

7. What is the title of your position?

_____

_____

8. Which of the following <u>best</u> describes the Employment Equity Co-ordinator's function in your organization?

[] To facilitate/educate
[] To advise/consult
[] To plan Human Resources
[] To collect and analyze data
[] To administer
[] Other: _____

_____

_____

9. What is your employment status with the Employment Equity Program/Office?

[] Permanent
[] Seconded to a Permanent Position
[] Seconded to a Non-Permanent Position

10. If non-permanent or secondment, please indicate expected duration of your employment in the employment equity position.

_____

11. To what area in the organization does the Employment Equity Office or Program report?

[] Chief Administrative/Executive Officer
[] Human Resources Management
[] Other (Please Specify): _____

12. In what in-house committees do you participate ex officio?

_____

_____

_____

13. The total annual budget, including salaries, of your Employment Equity Program/Office is:

[] Under $35,000
[] $35,000 - $69,999
[] $70,000 - $99,999
[] $100,000 - $299,999
[] Over $300,000 -

EMPLOYMENT EQUITY PROGRAM INITIATIVES

14. Please indicate the level of progress your Employment Equity Program has achieved for the following:

	Not Initiated	Planning	Underway	Ongoing	Completed
Development of a Policy Statement					
Preparation/ Introduction to Program					
Internal Workforce Analysis					
Analysis of External Workforce					
Development of an Employment Equity Action Plan					
Implementation of an Employment Equity Plan					
Special measures					
Performance Appraisal System including E.E. Accountability for Managers					
Monitoring & Evaluation of Progress					
Establishment of Goals and Timetables					
Other: (Please specify)					

14a) Are the employment equity results published?

Yes [ ] No [ ]

14b) If yes, in what text and when?

_____

_____

_____

_____

15. Have there been initiatives/activities concerning sexual harassment?

Yes [ ] No [ ]

15a) If yes, which of the following did this initiative include? Check one or more boxes.

[] Establishment of Sexual Harassment Complaint Procedure
[] Committee on Sexual Harassment
[] Policy statement on Sexual Harassment
[] Awareness workshop on sexual harassment for management
[] Awareness workshop on sexual harassment for staff
[] Development of resource material on sexual harassment
[] Other: (Please Specify) _____

_____

16. Have there been any initiatives concerning child care services for children of employees?

Yes [ ] No [ ]

If yes, please specify:

_____

_____

_____

17. Please indicate any measures your organization has adopted which is in support of workers with family responsibilities.

[] Flexible hours
[] Home-based work
[] Alternative work arrangements for pregnant women using VDT
[] Shortened Work Week
[] Permanent Part-Time Work
[] Part-Time Benefits
[] Compressed Work Week
[] Seniority Protection for Professional Development leave
[] Job Sharing
[] Maternity leave financial benefits topped up
[] Paternity leave (unpaid)
[] Adoption leave (unpaid)
[] Maternity leave beyond legislated requirements
[] Paternity Leave (Paid)
[] Adoption Leave (Paid)
[] Leave for sickness of children/elderly parents
[] Other: Please specify

_____

18. Has your organization developed any gender-neutral language policy initiatives?

Yes [ ] No [ ]

If yes, please specify:

_____

_____

_____

_____

_____

19. Have there been any employment initiative concerning non-traditional programs for women?

Yes [ ] No [ ]

If yes, please specify:

_____

_____

_____

_____

20. Have there been any other special initiatives for women?

Yes [ ] No [ ]

If yes, please specify:

_____

_____

_____

_____

21. Has there been a review of the organization's employment systems?

Yes [ ] No [ ]

21a) If yes, have improvements, supportive of women's employment, resulted in any of the following systems?

	Yes	No	Don't Know
Recruitment			
Job Advertising			
Internal Job Posting			
Inventory of Qualified Job Applicants			
Selection			
Job Application Forms			
Interviewing Procedures			
Reference Checks			
Promotion			
Selection Procedures			
Performance Evaluation			
Training			
Access to internal management training programs			
Access to training programs in non-traditional occupations			
Availability of Training Programs			

22. Have there been any collective agreement changes as a result of the Employment Equity Program?

Yes [ ] No [ ] Don't know [ ]

If yes, please specify:

_____

_____

_____

_____

PROGRAM PARTICIPANTS

23. A number of individuals or groups may be involved in the organization's Employment Equity Program. Please indicate how frequently the personnel listed below participate in, or respond to Employment Equity initiatives carried out by your office. By indicating <u>often</u> you are stating that a participant is involved or contacted approximately 3-5 times a month. By indicating <u>sometimes</u> you are stating that a participant is involved or contacted approximately once a month.

	Often	Sometimes	Never	Not Applicable
Chief Administrative Officer/Chief Executive Officer				
Executive Delegate e.g. Vice President				
Director of Human Resources				
Union Representatives				
Employment Equity Advisory Committee(s)				
External Legal Consultant				
External Program Consultant				
Women's Organizations				
Community Groups (Please Specify)				
Associations (e.g. Ontario Hospital Assoc., Assoc. of Municipalities, Ontario Confederation of University Faculty Assoc.				
Other (Please specify)				

PROGRAM RESOURCES

24. Listed below are a number of government and non-government sources of employment equity materials. Please indicate how frequently you use the following for information or program development. By indicating <u>often</u> you are stating that a participant is involved or contacted approximately 3-5 times a month. By indicating <u>sometimes</u> you are stating that a participant is involved or contacted approximately once a month.

	Often	Sometimes	Never
<u>GOVERNMENT</u> Canada Employment and Immigration Commission			
Handicapped Employment Program, Ministry of Labour			
Ontario Race Relations Directorate			
Ontario Native Affairs Directorate			
Ontario Women's Directorate			
Ontario Human Rights Commission			
Ontario Government Ministries, Employment Equity Office			
Ontario Human Resources Secretariat			
<u>NON-GOVERNMENT</u> Women's Organizations			
Community Groups (Please Specify)			
Professional Associations			
External Consultants			
Employment Equity Networks			
Employment Equity Programs operating in other institutions and organizations			
Public Libraries			
Other: (Please Specify)			

25. Please identify by name, address/telephone number and topics covered, any speakers your organization has had to make a presentation on Employment Equity.

_____

_____

_____

26. Please indicate by title <u>one</u> program resource (e.g. print material, film, etc.) that you have found highly useful for promoting Employment Equity.

_____

_____

_____

ACCOMPLISHMENTS/BARRIERS

27. In your opinion, what has been the <u>one</u> most significant accomplishment of your program?

_____

_____

_____

_____

_____

_____

_____

28. What are or were the major barriers in implementing an Employment Equity Program in your organization? (If you require more space, please continue on back.)

_____

_____

_____

_____

_____

_____

INITIATIVES FOR ADVANCEMENT OF EMPLOYMENT EQUITY PROGRAMS

29. Listed below are possible initiatives for further advancement of Employment Equity Programs. Please indicate which initiative you believe is most important to achieve positive change (1). The second most important (2). The third most important (3).

- [] To report directly to the Chief Executive Officer
- [] To be autonomous from Personnel/Human Resources Departments
- [] Increased financial support
- [] Permanent Employment Equity coordinator position
- [] More staff
- [] Mandatory/legislated Employment Equity requirements
- [] Improved coordination of government employment equity information
- [] Increased management accountability
- [] Increased Council/Board/Trustee commitment
- [] Other _____

_____

_____

_____

_____

_____

FOR ORGANIZATIONS WITH WOMEN AS THE SOLE TARGET GROUP

30. Has your organization undertaken any initiatives for women who are doubly disadvantaged due to disabilities, racial/ethnic minority or francophone background, or aboriginal origin?

Yes [ ] No [ ]

If yes, please elaborate.

_____

_____

_____

_____

_____

FOR ORGANIZATIONS WITH TARGET GROUPS IN ADDITION TO WOMEN

31. Which of the following target group besides women are included in your Employment Equity Program/Office?

[] Racial/ Ethnic Minorities
[] Francophones
[] People with Disabilities
[] Aboriginal Peoples
[] Other: (Please Specify)

_____

32. If your organization has any offices for Employment Equity issues concerning target groups other than women, please name all.

_____

_____

33. Has your organization undertaken any specific programs for other target groups other than women? i.e. people with disabilities, racial/ ethnic minorities, aboriginal peoples and francophones?

Yes [ ] No [ ]

If yes, please elaborate:

_____

_____

_____

_____

If no, what do you see are some of the specific programs necessary to implement employment equity for other target groups? e.g. people with disabilities, racial/ethnic minorities, aboriginal peoples and francophones?

_____

_____

_____

_____

_____

APPENDIX B

ACHIEVEMENT IN EMPLOYMENT EQUITY AWARDS

PUBLIC SECTOR 1984 - 88

UNIVERSITY SECTOR

WINNER

1. University of Western Ontario. 1986

NOMINEES

2. Ryerson Polytechnical Institute. 1987
3. University of Trent. 1987
4. University of Guelph 1986
5. Ontario Institute for Studies in Education 1986
6. Carleton University. 1986
7. University of Western Ontario. 1986

College Sector

WINNER

8. Cambrian College 1987
9. George Brown College 1986
10. Seneca College 1986
11. Durham College 1985, 1986

SCHOOL BOARD SECTOR

WINNERS

12. Waterloo County Board of Education 1987
13. Toronto Board of Education 1985
14. North York Board of Education. 1984

NOMINEES

15. Hasting County Board of Education. 1988
16. Ottawa Board of Education. 1988
17. York Region Roman Catholic Separate School Board. 1987, 1988
18. Leeds and Granville Board of Education 1987
19. Victoria County Board of Education 1987

MUNICIPAL SECTOR

WINNERS

20. The Corporation of the City of Ottawa. 1987
21. The City of Toronto. 1984

NOMINEES

22. The Corporation of the City of Windsor . . . 1986, 1987, 1988
23. Metropolitan Toronto Police (Municipal Agency) 1988
24. Region of Peel 1987
25. City of Kingston 1987
26. The Corporation of the Town of Markham 1986
27. The Corporation of the City of Sarnia. 1986
28. The Corporation of the Borough of East York. 1986
29. The Corporation of the City of Ottawa. 1986

HOSPITAL SECTOR

NOMINEES

30. Ottawa Civic Hospital. 1987
31. Ottawa General Hospital. 1987
32. York Central Hospital. 1986, 1987
33. Penetanguishene General Hospital 1987
34. University Hospital of London. 1986
35. Laurentian Hospital. 1986

CROWN AGENCY SECTOR

WINNERS

36. Ontario Hydro (1985 Nominee) 1986

NOMINEES

37. Workers' Compensation Board. 1987, 1988
38. Toronto Hydro. 1985, 1986, 1987
39. Liquor Control Board of Toronto. 1986
40. Toronto Transit Commission 1985